ARMY RESERVE

ARMY RESERVE MAGAZINE

THE THIRD ISSUE OF 1989

Thirsty Work

Army Reserve photo by James McGehee

SSgt. Diane Conkey, 139th Ordnance Bn. (DS/GS), Irvine, Calif., demonstrates the procedure for drinking from a canteen while wearing a protective mask. She was training for the battalion's ARTEP (Army Training and Evaluation Program) evaluation.

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FRONT COVER: Capt. Sean Sullivan, 187th Infantry Bde., reports by radio during an Exercise Northern Viking patrol near Keflavik, Iceland, while his troops keep a watchful eye. For more about Northern Viking, see page 22.

Army Reserve photo by Ed Eckstein

BACK COVER: Spec. Henry Carreon (foreground) and Spec. Richard Alvarado, 238th Heavy Equipment Maintenance Co., San Antonio, Texas, work on the hydraulics of a truck undergoing overhaul in Kaiserslautern, Germany. The 238th was the first Army Reserve unit to serve a three-week overseas deployment tour at the new equipment maintenance center manned largely by Reserve and National Guard soldiers. For more, see story on page 18.

Army Reserve photo by Ed Eckstein

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Latest on Commissary Access Rules For Reserve Soldiers

Effective Jan. 1, 1990, the new U.S. Armed Forces Commissary Privilege Card, DD Form 2529, will get members of the Selected Reserve and family members into the commissary 12 times per year when not on active duty.

The Selected Reserve includes Army Reserve troop program units (TPUs) and members of the IMA program. TPU members will receive their card included with their September Leave and Earnings Statement.

Under the new policy, all Reserve soldiers — including IRR soldiers — and their family members will be authorized to use commissaries anytime the soldier is on active duty. In addition, 12 discretionary visits are authorized for use by Selected Reservists and their family members anytime during the calendar year, by using the DD Form 2529. IRR soldiers are not members of the Selected Reserve and will not be authorized the DD Form 2529.

To enter the commissary, soldiers and family members must present a valid U.S. Armed Forces Identification Card (DD Form 2A, Red) for USAR soldiers and DA Form 5431 for family members) along with active duty orders or the DD Form 2529.

Interim Period

The period from now until Dec. 31, 1989, serves as a transition period of commissary access for qualifying Reservists while each of the services implements all the new procedures.

If you are a member of the Army Reserve and:

- You performed active duty for training or annual training in 1988 or 1989, and,
- You have a set of orders for that training, and,
- You have a valid red ID card (DD Form 2A, Reserve), you can use the commissary at your convenience between now and Dec. 31, 1989.

If your family members have a copy of your orders and an Army Guard/ Reserve Family Member ID Card (DA Form 5431), they can use the commissary as well.

This interim policy applies not only to members of the Selected Reserve but to eligible soldiers of the IRR.

The changes end a burdensome procedure by which Reservists needed the previous year's annual Leave and Earnings Statement (LES) in order to shop at the commissary.

Reserve Officers Selected for German Exchange Program

Each year, 20 U.S. reserve components officers perform duty with West German military units, under an exchange program between the U.S. Assistant Secretary of Defense for Reserve Affairs and the German Ministry of Defense.

Army Reserve officers selected for this year's exchange are Lt. Col. Alan Taylor, 464th Engr. Bn., Schenectady, N.Y.; Lt. Col. Michael Barrett, 812th Trans. Bn., Charlotte, N.C.; Lt. Col. E.W. Schiller, 2074th USARF School, Louisville, Ky.; Maj. Samuel Nelson, 87th Mansuver Area Command, Birmingham, Ala.; Maj. Edward Thompson, 104th Div. (Tng.) Vancouver Barracks, Wash., and Maj. John E. Keffer, 355th AG Bn., Butler, Pa.

OCAR, through FORSCOM, solicits applications for the program each year from TPU officers. Ideal participants are lieutenant colonels or majors with "operational" experience, who are members of a unit having a mobilization mission to Europe. The exchange training lasts two to four weeks, with emphasis on hands-on, "dirty boot" training.

Officers interested in the program in FY 1990 should direct inquiries to: U.S. Army Reserve Support Center, ATTN: DARP-NC-TSO (SFC Smith), 1815 N. Fort Myer Drive, Arlington, VA 22209-1805.

ROA Award Winners

Three Army Reserve units received awards from the Reserve Officers Association (ROA) at its 63rd annual convention in Houston, Texas, in June.

The ROA Small Unit Award was presented to the 466th MI Det., Allison Park, Pa., commanded by Col. David L. Dragics.

The Company-Sized Unit Award was claimed by the 238th Combat Service Co. (Main GS), San Antonio, Texas, commanded by Capt. Dennis A. Dooley.

The Large Unit Award was won by the 1st Bn., 89th Regt., 402nd Bde. (Tng.), Tulsa, Okla., commanded by Maj. Steven K. Sloan.

Adoption Expense Experiment Applies to Active Duty Only

Other military publications have recently published a story on a two-year DOD pilot program permitting reimbursement of expenses relating to certain adoptions. The story indicated that Reservists could claim reimbursement of up to $5,000 under the program.

Regretfully for Reservist adoptive parents, the program only applies to active duty personnel, including Army Reserve and National Guard AGR personnel. The original press release from the U.S. Army Finance and Accounting Center was not clear on this point.

The test program was directed by Congress and is due to expire Sept. 30, 1989. More information on the program is available from finance offices.

Change in Procedure for Incapacitation Claims

After Oct. 1, written approval from Department of the Army will be necessary for all reserve component incapacitation payments that exceed a total of six months pay and allowances.

Army finance offices will not continue payment of incapacitation claims beyond six months without a DA authorizing letter.

A message (HQDA 091110Z Jun 89, Subject: Payment of RC Incapacitation Claims) outlines the new procedure and directs units to contact soldiers in this category to advise them of the policy change.

Engineer Award Winners

The Itschner Award, recognizing excellence in military engineering, has been awarded to Co. C, 391st Engineer Bn. (Combat), 412th Engineer Command, Spartanburg, S.C.

The unit was recognized for building a baseball field for the community of Hickory Tavern in support of local youth activities.

The award was presented at the Engineer Commander's Conference and Regimental Dinner at Fort Leonard Wood, Mo.

One-Year Limit for Government Checks

Effective Oct. 1, U.S. government checks will need to be cashed within one year of issue date, under a new law.

Until now, government checks have been good indefinitely. The new law permits government checks issued before Oct. 1, 1989, to be cashed until Sept. 30, 1990. After that time, they will be void.

Correction

The article "USAR To Help Christmas Islanders" (Issue 2/1989, *Army Reserve Magazine*, page 6) misplaces the chain of command of the 844th Engineer Bn. The 844th, headquartered in Knoxville, Tenn., with units throughout eastern Tennessee, is an element of the 125th ARCOM.

An Army Reserve Glossary

The Army, and the Army Reserve, would be speechless without acronyms. Here's a glossary of terms frequently used in *Army Reserve Magazine*:

ADT — Active Duty for Training. This type of active duty is performed by any Reservist attending a school, counterpart training or other special training activities.

AGR — Active Guard/Reserve. Army Reservists on full-time active duty in support of Reserve units and programs. The National Guard has a program of the same name, which is administered separately.

ARCOM — Army Reserve Command. One of 21 geographic major Army Reserve commands throughout the U.S. (plus one in Germany). Most (but not all) Army Reserve units are subordinate to an ARCOM, which is commanded by a Reserve major general.

ARPERCEN — Army Reserve Personnel Center in St. Louis, Mo. The nationwide administrative and personnel management center for the Army Reserve. It is the headquarters for AGR, IMA and IRR Reservists.

AR — Army Regulation.

AT — Annual Training. Active duty performed annually (usually for two or three weeks) by Army Reserve units and by IMA Reservists.

CONUSA — CONtinental U.S. Army. The five numbered Army headquarters, which are subordinate to FORSCOM and command Army Reserve units in their respective regions. CONUSAs are commanded by Regular Army lieutenant generals.

DA — Department of the Army. The headquarters of the Army, located in the Pentagon, Washington, D.C.

FORSCOM — Forces Command. The Army specified command headquartered at Ft. McPherson, Ga., which commands virtually all Army Reserve units in the U.S.

FY — Fiscal Year. This is the budgetary and training year for the Army. It starts on Oct. 1 and ends on Sept. 30.

GOCOM — General Officer Command. A unit of the Army Reserve with a general officer commanding, other than an ARCOM or a Division (Training). GOCOMs are functionally organized and are usually identified as a brigade or command.

IDT — Inactive Duty Training. Defined by AR 140-1. The most common example of IDT is weekend drill.

IMA — Individual Mobilization Augmentee. A Reservist who is assigned to an active Army unit or agency with which he or she would mobilize in case of emergency. IMA's serve at least two weeks of AT with their unit of assignment each year.

IRR — Individual Ready Reserve. A Reservist who does not belong to a Reserve unit or hold an IMA assignment. IRR soldiers do not normally drill but may serve tours of ADT. Upon mobilization, IRR soldiers receive orders from ARPERCEN.

MUSARC — Major U.S. Army Reserve Command. The highest level of USAR unit commanded by a Reserve general. All ARCOMs, all Divisions (Training) and any GOCOM with a major general commanding is a MUSARC.

MUTA — Multiple Unit Training Assembly. Commonly known as "weekend drill." The most common form is a MUTA-4, which includes four four-hour unit training assemblies.

OCAR — Office of the Chief, Army Reserve. The agency of the DA staff in Washington responsible for Army Reserve policy and budget matters.

ODCS — Office of the Deputy Chief of Staff — the principal DA staff elements. The last two or three letters tell which one — most commonly seen are ODCSLOG, logistics; ODCSOPS, operations, and ODCSPER, personnel.

PERSCOM — Total Army Personnel Command, formerly Total Army Personnel Agency (TAPA) and Military Personnel Center (MILPERCEN). Located in Alexandria, Va., this agency is the active component counterpart to ARPERCEN, and has some responsibilities affecting the Army Reserve.

RC — Reserve Component. Each branch of the U.S. military services has a regular component and one or more reserve components. The reserve components of the Army are the Army Reserve and the Army National Guard of the U.S.

SIDPERS — Standard Installation/Division Personnel System. The Army Reserve-wide computerized personnel data base.

Other acronyms are defined when they are used in a story.

Congress Considering Two Bills With Impact for Army Reserve Officers

The current session of the 101st Congress is considering two bills which, if passed, will change the way Army Reserve and National Guard officers — commissioned and warrant — are managed.

Here are summaries of the bills, and their legislative status as of late August, when this issue of *Army Reserve Magazine* went to press:

Reserve Officer Personnel Management Act

By Lt. Col. Terry D. Bradley

The Reserve Officer Personnel Management Act (ROPMA) was re-introduced in May by Rep. G. V. (Sonny) Montgomery (D-Miss.).

The bill, House Resolution 2200, was developed by DOD over an eight-year period and would provide common statutes for all reserve components regarding officer appointment, promotion, separation and retirement. The bill would also align the personnel management of reserve officers more closely with that of the active component.

The provisions of H. R. 2200 are similar to earlier versions of ROPMA introduced (but not passed) in the 99th and 100th Congresses. The new bill, however, changes the organization of Title 10, U. S. Code, by consolidating reserve officer management sections that are currently spread throughout a number of subtitles in the law.

Long History

ROPMA was first drafted in the early 1980s to align reserve component officer personnel management with the provisions of the Defense Officer Personnel Management Act (DOPMA), which was enacted by Congress in 1980. DOD officials, the reserve component chiefs from all services, and representatives from interested organizations have testified on behalf of ROPMA and supported its adoption.

A DOD ROPMA Work Group, which includes a representative from OCAR, meets periodically with the House Armed Services Committee staff to provide information on provisions of the bill and discuss any technical corrections or changes required.

Establishment of a Reserve Active Status List for each service is a key feature of ROPMA. In the Army, this list would include both Army National Guard and Army Reserve officers and would be maintained by seniority within each grade. The Secretary of the Army would have the authority to selectively remove officers from the Reserve Active Status List upon completion of 20 years of qualifying service for retirement if needed to correct overstrengths in the senior ranks.

The reserve component officer promotion system is modified under ROPMA to select all officers on a "best qualified" basis. Currently, promotion through lieutenant colonel is based upon a "fully qualified" selection system.

ROPMA establishes minimum and maximum times in grade for each promotion and eliminates the current minimum years of commissioned service requirement. It provides for both position vacancy and below-the-zone promotions at the discretion of the service secretary. Voluntary delay of promotion for up to three years is authorized under ROPMA.

The bill also provides for special promotion boards to consider officers previously not selected for promotion as a result of material error in their personnel records. This gives reserve component officers the same redress in such cases as active component officers.

ROPMA modifies provisions that govern maximum officer service and exceptions. ROPMA changes the maximum years of total federal commissioned service by grade to be identical with DOPMA. It contains authority for selective retention of officers who have been passed over twice for promotion and for retention up to age 60 and beyond under certain conditions.

ROPMA also makes permanent the exclusion of constructive credit in calculating the maximum years of commissioned service for officers in the special branches (medical, JAG, etc.). These provisions will help stem the loss of medical officers and others with critical skills required upon mobilization.

(Lt. Col. Bradley is chief, personnel management branch, OCAR Personnel Division.)

Warrant Officer Management Act

By CW4 David Welsh

In September 1984, Gen. John A. Wickham, Jr., then the Army's Chief of Staff, formed the Total Warrant Officer Study Group. It was to conduct the first-ever comprehensive review of personnel management and professional development policies affecting all Army warrant officers.

The study group found that the warrant officer force is "making critical contributions to the defense of our nation," but management and training policies and procedures were in need of change.

The Warrant Officer Management Act of 1989 is a bill to codify those elements of TWOS which require enabling legislation. The bill was introduced in Congress in July by Rep. Charles Bennett

(D-Fla.) as House Resolution 2979.

As this magazine goes to press, the Senate Armed Services Committee had requested additional information from DOD, to be received by November. Hearings by the Manpower and Personnel Subcommittee were considered likely.

What WOMA Does

WOMA-89 amends Titles 10 (Armed Forces), 14 (Coast Guard) and 37 (Pay and Allowances), U.S. Code, relating to the promotion, separation and mandatory retirement of active duty list warrant officers of the armed forces. It also establishes the grade of chief warrant officer, W-5.

The majority of the act pertains to the active Army. Implementation in the reserve components will be governed by regulations prescribed by the services.

H.R. 2979 would do the following:

- Establish the grade of CW5.
- Limit number of CW5s on active duty to 5 percent of the warrant officers in each service. This limit does not apply to ADT, ADSW or AGR, but the reserve components will comply with the intent of the law.
- Expand authority of service secretary to convene promotion boards, selection boards for continuation on active duty, selection boards for early retirement, and selection of senior warrants to serve on boards.
- Allow service secretaries to establish selection zones and competitive categories for promotion. It converts from "fully qualified" to "best qualified" criteria, allows "below the zone" selections, and allows selection boards to report the names of those chief warrant officers it considers unfit for retention in their present regular grade.

(CW4 Welsh is staff officer for warrant officer management and policy in OCAR's Personnel Division.)

86th ARCOM Facility Named The Best for '89

The 86th ARCOM's Aviation Support Facility 26, located at the Naval Air Station, Glenview, Ill., has been selected to receive the USAR Aviation Support Facility (ASF) Award for FY 1989.

This award, sponsored by the Reserve Officers Association (ROA), is presented annually to a facility selected for overall excellence, including a zero accident/incident rate for the previous year.

ASF 26 has maintained a zero accident/incident rate for 10 years, despite operating in weather conditions characterized as among the most difficult in the continental United States.

122d ARCOM Wins Kerwin Award

The 122d ARCOM, headquartered at Little Rock, Ark., has received the General Walter T. Kerwin, Jr. Award for Training Year 1988.

This award, sponsored by the Senior Army Reserve Commanders Association (SARCA), is given annually to a USAR unit authorized a general as commander. The award is based on overall achievement, with emphasis on preparedness to accomplish its mobilization mission.

In announcing the selection, Gen. Colin L. Powell, FORSCOM commander, commended the 122nd for its exceptional performance in mobilization and wartime mission planning, superior support of CAPSTONE mission planning, training of subordinate units and maintenance of unit strength.

NDU Courses for Reservists

The National Defense University (NDU) at Fort McNair, Washington, D.C., has announced two courses which are especially for or open to Army Reserve officers.

The Reserve Components National Security Course (RCNSC) is an 11-day curriculum of lectures, panels, seminars and a political-military simulation exercise dealing with national security policy formulation and defense resource management.

The schedule for this year is:

Start/End Dates	Location
23 Oct - 3 Nov 89	Vandenberg AFB, Calif.
16 - 27 Jul 90	Fort McNair, D.C.

Officers attending the course must be lieutenant colonel or higher, with at least two years remaining service upon course completion. They must *not* have attended a previous RCNSC, the Army War College resident or nonresident courses, or the Reserve Component National Security Issues Seminar (RCNSIS). All applicants need to have a secret security clearance.

For Army Reservists, course reservations will be made under Army Training Requirements and Resources System (ATRRS), school code 700, course number, RCNSC.

For information on RCNSC, write: National Defense University, ATTN: NDU-IH-RC, Fort McNair, Washington, D.C. 20319-6000.

Reserve officers are also eligible to participate in NDU's **National Security Management** (NSM) course, along with active component officers and selected civilians.

This course deals with the formulation of defense and foreign policy and the allocation of resources to achieve strategic U.S. objectives. Instruction is based on a series of textbooks, known as *Blue Books*, which are published by NDU and incorporate subjects such as national security decision-making, defense economics, industrial preparedness, manpower, mobilization planning, regional security, military strategy and joint operations.

The NSM course is offered in two options: An individual study program designed to be completed in 16 months, and a seminar program of one or two years' duration. Reserve officers earn a total of 120 retirement points for the individual study option, or 150 points for participating in a seminar.

The NSM course is open to Army Reserve lieutenant colonels and above, and majors who have completed Command and General Staff Course.

For more information on the NSM course, write: National Defense University, ATTN: NDU-IH-OS, Fort McNair, Washington, D.C. 20319-6000.

Army Reserve Gets Its First Female General

When Dorothy Butcher Pocklington was promoted to brigadier general June 30, she became the first female general to serve in the Army's reserve components.

Pocklington is the first occupant of a newly created IMA position, Assistant to the Chief, Army Nurse Corps, for Mobilization and Reserve Affairs. A native of Lafayette, La., she is a veteran of 25 years of Army service and has been a Army Reservist since 1977.

She grew up in Opelousas, La., and received her bachelor's degree in nursing from the University of Southwestern Louisiana and a master's degree in nursing from the Catholic University, Washington, D.C.

Her active duty assignments included serving as an associate professor at Walter Reed Army Institute of Nursing and as chief of nursing education and training at Walter Reed Army Medical Center. Her USAR units have included the 114th Evacuation Hospital and 4010th Army Hospital in Louisiana and the 2290th Army Hospital and 309th Medical Group in Maryland, where she now resides.

Her civilian employment is as a health systems specialist for the Defense Medical Information Systems Agency in Washington, D.C.

Her promotion was administered by the Surgeon General of the Army, Lt. Gen. Frank F. Ledford, Jr.

Ever have a general drop in for a visit? It happened to three families near Owings Mills, Md., when an Army helicopter settled into a field near their homes. The families' surprise at the unplanned landing, due to fuel system problems, was multiplied when a general climbed out of the chopper.

BG **Alvin Bryant**, deputy commanding general of the 310th Theater Army Area Command (TAACOM), Fort Belvoir, Va., was on his way to a change-of-command ceremony, accompanied by the TAACOM's senior Army advisor, Col. **Dallas Cox**, and aide 1st Lt. **Barbara Jacobsen**.

With only 45 minutes until the ceremony, Richard Fadley offered to drive the three officers to the Reserve center — in his pickup truck. Under the circumstances, protocol took a back seat to expediency, and the three arrived with 15 minutes to spare.

Like many other Army Reserve soldiers, Capt. **Eric C. Holmstrom** wanted to thank his civilian bosses for supporting his need for time off from work to attend to his military duties. And, like many others, he sought an award for his boss from the National Committee for Employer Support of the Guard and Reserve (NCESGR).

Chaplain (Capt.) Eric C. Holmstrom has 150 civilian bosses who support his Army Reserve activity.

But Holmstrom's situation was a little different from most: "On a typical Sunday, I have about 150 bosses — my entire congregation," says the pastor of Community Baptist Church in Issaquah, Wash.

Holmstrom's other congregation is the Army Reserve's 380th AG Bn., Redmond, Wash. Last spring the 380th deployed for exercise Team Spirit; it looked like the chaplain was going to be in Korea for Palm Sunday and Easter. While, as it turned out, he was not ordered overseas, Holmstrom said he deeply appreciated the support and understanding of his parishioners.

(Want to know more about the employer award program? Call NCESGR toll-free at (800) 336-4590.)

The award ceremony at the Walker, Minn., Army Reserve Center in March was definitely out of the ordinary. The award to be presented was the Purple Heart — a combat medal.

The recipient, **James M. Best**, is now a USAR staff sergeant and a squad leader in Co. A, 1/409th Infantry, 205th Infantry Bde. When he earned the award, in 1968, he was an air assaultman with the 1st Bn., 9th Marines, at Khe Sahn, Vietnam. He received a concussion and several wounds during an enemy assault, but didn't seek medical treatment at the time because others were more seriously injured.

Apparently because he didn't seek care, he was overlooked when awards were being handed out. However, his mother had documentation of the incident which, when combined with his medical evaluation when he was discharged, was enough to convince Army officials to authorize the Purple Heart 20 years late.

Spec. **Ray Mercer**, Olympic boxing gold medalist and the 1988 U.S. Armed Forces Athlete of the Year, is now a member of the Army Reserve.

Mercer left active duty to pursue a professional boxing career, but didn't want to break all his ties with the Army. "The Army got me started. They taught me everything I know about boxing. By being in the Reserve, I can continue to train with Army boxers."

Mercer won the heavyweight division at the 1988 Olympic Games in Seoul, South Korea.

For explanation of acronyms, see the Army Reserve Glossary on page 5.

What do a senior nursing student, an Army Reserve soldier and Miss Black Tennessee 1989 have in common?

They are all the same person: **Princeilla T. Ridley**. She is a student at Tennessee State University; a specialist in the training section, HQ 125th ARCOM; and is on her way to the Miss Black USA pageant in December.

The Army Quartermaster School's 14th annual Culinary Arts Show and competition was mainly an active component event, but the USAR was represented both on the show staff and among competition winners.

Spec. **Donna Walker** of the 100th Div. (Tng.) won a bronze medal in the "Light Meal for Two" competition, one of 17 categories of field and garrison cooking.

Working his ninth Culinary Arts Show was IRR MSgt. **Dave Gerstein**, a 18-year Reserve dining facility NCO and food service instructor from Plano, Texas. Gerstein, a graduate of the Culinary Institute of America, is in charge of kitchens for the Texas Bureau of Prisons.

A routine training exercise turned into a life-and-death situation for six Army Reserve medics, who saved a Littleton, Colo., man who suffered an apparent heart attack while hiking in a remote area.

The members of the 351st Mobile Army Surgical Hospital (MASH), Albuquerque, N.M., were in Colorado for AT and were conducting map and compass training at Golden Gate State Park when they were summoned by park rangers. They administered first aid to the hiker, then evacuated him more than a mile down a twisting trail in rain and sleet.

The rescuers were Dr. (Maj.) **Bernard Susavage**, nurses Maj. **Jacquelin Rhoads** and 2nd Lt. **Lorraine Olsen**, SSgt. **Karen Ortega**, Sgt. **Theodore Skibiyak** and Spec. **Ellen Shelby**.

As grand marshall, it was the duty of Col. Francis D. Terrell, deputy commander of New York's 77th ARCOM, to lead the 22nd annual Harlem Children's Day Parade. Backing him up was the color guard of the 411th Engr. Bde.

Army Reserve photo by Capt. Ann Freed

When the Atlanta, Ga., chapter of the Black Military History Institute (BMHI) honored Third Army commander Lt. Gen. Andrew P. Chambers with its first "Buffalo Soldier Award", it was a big night for the group's president, Army Reserve Capt. **Don L. North.**

The year-old Atlanta BMHI chapter is the second in the new organization dedicated to documenting and promoting the achievements of black Americans in U.S. military history and providing role models for black youth. North explained that the award recalls the black cavalry soldiers who helped settle the West, called "buffalo soldiers" by the Indians because of their dark skin.

Most mothers kiss their offspring goodbye on the doorstep when they're off to join the Army, but Sgt. **Beverly Williams** met her daughter **Felicia** at the reception station in Fort Jackson, S.C. Sgt. Jackson's unit, the 3398th Reception Station, Greenville, N.C., was performing AT at Fort Jackson when her daughter reported for basic training.

USAR Shooters Clean Up at National Pistol Championships

The 1989 U.S. national champion pistol shooter is Army Reserve SSgt. Darius Young. He joined other Reserve soldiers in claiming a total of 18 individual and team awards during the U.S. pistol championship meet at Camp Perry, Ohio, in July.

The USAR "Blue" Team won the Reserve Components Team Trophy, placed second in overall team competition, and was named high Reserve team in National Trophy Invitational competition. The "Blue" team won the .22-cal. team championship and placed second in .45-cal., and third in centerfire.

The USAR "Gold" team claimed third place in RC competition.

As individuals, Young led the USAR marksmen with a win in .45-cal. aggregate competition, second in centerfire national match and .22-cal. aggregate, and third in centerfire rapid fire.

CW4 Pat Melaragno won .22-cal. slow fire and was named the top Reserve individual in National Trophy Invitational competition. SSgt. Richard Lamb won first place in .45-cal. timed fire and second in .45-cal. rapid fire. SFC Lowell Merrill won the centerfire national match timed fire competition. SFC John Culbertson placed third in .22-cal. timed fire.

Spec. **Louis Herbert**, 824th Quartermaster Co. (Air Delivery), Fort Bragg, N.C., was the only Reserve soldier to qualify for the German Marksmanship Fourragere during a recent joint training operation between U.S. special operations troops and the German Military Liaison office.

A rigger with the 101st Airborne Div. in Vietnam, Herbert enlisted in the USAR after a long break in service because "I always had this desire to jump out of airplanes." I figured if I didn't do it now, I'd never get another chance."

A Hawaiian Army Reservist has received the Army Commendation Medal for saving the life of a drowning sailor.

Maj. **George W. Wells Jr.** was on Guam participating in an exercise in June, and was passing a hotel swimming pool when he heard a woman screaming for help. He rushed over to find a man on the bottom of the pool. Wells — who was fully clothed in BDUs and boots — jumped in the pool and pulled the man to safety.

Wells is a member of the 1085th Training Exercise and Maneuver Group, Fort DeRussy, Hawaii.

Lt. Col. **David K. Cummings**, assistant DCSOPS of 88th ARCOM, Fort Snelling, Minn., knows communications skills are valuable to an Army Reserve officer. Such skills are important to him as a civilian, too; he's the new president of the Life Communicators Association, a national organization of communications specialists in the insurance industry. His civilian job is vice president for corporate relations of Northwestern National Life.

Correction

The list in the last issue of *Army Reserve Magazine* of Army Reserve officers who were awarded 1988 MacArthur Leadership Awards in April omitted the name of Capt. Dennis M. Cameron. At the time of the award, Cameron was commander of D Co., 391st Engr. Bn. (Combat), a 120th ARCOM unit in Greenville, S.C. He is now battalion S1.

Spec. Louis Herbert (right) receives the German Marksmanship Fourragere from Maj. James Doyle, his commander in the 824th Quartermaster Co. (Air Delivery), Fort Bragg, N.C.

Why Return to Duty?

By Spec. Stephen Crews

Ever wonder by some men and women choose to return to duty in the Army Reserve after being away from the military for an extended period of time?

Four 1209th U.S. Army Garrison soldiers shared their reasons for returning to the military, and specifically to the Army Reserve.

"I came back because I wanted to continue my education," said SSgt. Mack Smith Jr., a personnel records supervisor. Smith was a mortarman with the 1st Air Cavalry Division in Vietnam in 1968-69. He joined the Army Reserve in 1982. Smith works for an insurance company.

Sgt. Raymond Bishop, a soldier in the garrison supply section, had a break in service of almost 15 years. "I wanted something different in my life, and there's the money and retirement benefits," he said.

Bishop served on active duty as a medical corpsman in 1958-59. He is employed as a carpenter and maintenance technician at Syracuse University.

Maj. Alexander Smyk, assistant adjutant, served as a B-52 aircraft commander with the U.S. Air Force from 1965-73, flying Vietnam War combat missions as well as readiness and training missions for the Strategic Air Command.

"After I left the Air Force, I established my business," Smyk said. "Once that was done, I had free time because the business is seasonal. I checked out the Reserve. At first, the comradeship and new friends were the most important. Now, retirement is becoming a greater concern to me."

Smyk operates a par-three golf course and miniature golf center.

SSgt. Milton Larabee, personnel records supervisor, served as a military policeman in 1967-69. He said he joined the Army Reserve in 1978 because he liked the military.

"Whether a soldier's reasons for coming into the Reserve are for money, retirement, comradeship, personal satisfaction or call it patriotism, the Army Reserve is a good place to grow — a good place to serve," he concluded.

(Spec. Stephen Crews is in the Public Affairs Office of the 1209th U.S. Army Garrison in Mattydale, N.Y.)

WESTCOM, IX Corps Co-Host International Reserve Seminar

By Lt. Col. James Nielsen

"All of us together are smarter than any of us alone."

That remark by BG Paul R. Lister, commander of the IXth Corps (Reinforcing), summarized the purpose behind the first Pacific Army Reserve Component Seminar, hosted in June by U.S. Army Western Command (WESTCOM) and the IXth Corps, in Honolulu, Hawaii.

Five Pacific nations participated in the conference: Australia, Malaysia, Singapore, the Kingdom of Tonga and the United States.

"We learned much from discussing key reserve issues with other nations," said Lt. Col. Margaret Novack, chief of reserve component training for WESTCOM. "Singapore, for instance, has successfully resolved many of the problems that still face the rest of us, and their ideas give us important insight to our own problems."

For example, the conference highlighted the fact that Malaysian reservists face many of the same problems as Maryland reservists. Some of the most significant were retention, equipment, training and mobilization.

The conferees found that the rate of attrition, or "wastage", appears internationally at 30 percent. The working groups felt that 20 percent will leave service regardless of a commander's efforts, but identified a number of strategies to influence the 10 percent who may be influenced.

Common Experiences

Australian Lt. Col. John Wilson felt that a disproportionate number of soldiers left service during the first year of their enlistment.

"In many instances, their expectations were simply not met," said Wilson. "Our television advertising shows soldiers 'flying' over hills in tanks, and reality finds unit training to be somewhat less exciting."

"Well-trained junior leaders make training relevant," said Wilson. "Our success in providing challenging training, interesting training, and motivated leaders appear to be universally important to keep our soldiers in the Army," he added.

The value of effective employer and family support programs were well understood by all the participating nations. Recognizing employers with awards, educating reservists about their responsibilities and promoting positive employer/commander relationships were issues that received universal attention.

The difficulty in maintaining active component standards while training in a reserve status was another universal problem. Demands on reservists' time was another.

Maj. Johnny Lim, commander of the 96th Singapore Infantry Battalion, described the time spent on Army Reserve activities away from his civilian job as general manager of a large company. "I spend three weeks with in-camp training each year. The first week is spent training my commanders, then my soldiers arrive and we spend the next two weeks training them," said Lim.

"Additionally, there are 'Officer's Days' at division where we're briefed on equipment and doctrine issues; national banquets; Ministry of Defense meetings, and, most importantly, the extra time spent dealing with soldier problems of all kinds. All together, a commander spends 55 to 60 days a year working on Army Reserve matters," he said.

Governmental success in equipping the reserve components varied from nation to nation. Although the United States, Singapore and the Kingdom of Tonga felt that their equipment fairly well matched their needs, Malaysia and Australia spoke of severe shortcomings in receiving equipment comparable to their active forces.

"The role of our reserve forces was re-evaluated in 1987, and a lot of these issues are being resolved," said Col. Geoffrey Copeland, commander of the Reserve Command and Staff College in Ingleburn, Australia, "but overall, we're still a long way from parity with our active force."

Common Commitment

A commitment to readiness and a willingness to defend their nation are feelings common to all reservists.

"We were successful in defending our country against Community insurgents only by mobilizing and deploying our territorial Army," said Col. Mohd Hashim Bin Haji Abu, chief of the Plans and Development Branch for the Malaysian Army. "Our active army could not win the battles alone."

The Pacific Army Reserve Conference concluded with the sharing of information, ideas and issues, but served as a beginning for many friendships between the national representatives. There friendships, according to Col. Wesley Fong, conference host, "will continue to strengthen the bonds between these friendly and allied nations."

(Lt. Col. Nielsen is an AGR public affairs officer with Headquarters WESTCOM, Fort Shafter, Hawaii.)

NCO Essay Contest

FORSCOM is conducting an essay contest based on the 1989 Army theme, "The NCO."

"This gives FORSCOM corporals through sergeants major the opportunity to tell it in their own words," said FORSCOM Command Sergeant Major Robert F. Beach. "In keeping with the spirit of the Army theme, FORSCOM NCOs will be able to tell their stories and have them published in a collection based on experiences involving Army NCOs."

The essays must have leadership, caring, training or maintaining as their focus, and be based on actual observations or experiences. No fictional accounts will be considered.

Four Army Reserve winners and runners-up will be named and will have their stories published. Winning NCOs will receive $500 Savings Bonds and Army Achievement Medals.

The contest runs until Nov. 11. Details are contained in a Letter of Instruction published by the FORSCOM J1 Retention Office.

Marching Through Iowa

By Pvt. 2 Laura Henderson and SSgt. Brian Kappmeyer

Joshua Martin Johnson stood by the roadside as the marchers filed by his babysitter's home. A few marchers gave the boy miniature American flags which he waved enthusiastically at passersby.

Military personnel and civilians from Iowa, Minnesota and Illinois participated in a display of readiness and strength when the 103rd Corps Support Command (COSCOM), Des Moines, Iowa, sponsored the first Cactus Challenge, a 40-mile two-day road march up and down rolling Iowa hills southeast of Des Moines.

A total of 98 soldiers, cadets and civilians formed the small-scale duplication of the famous 100-mile Nijmegen March held every year since 1908 in Holland.

The Dutch event predominantly attracts civilians. The 103rd COSCOM is affiliated with units that provide support for the Nijmegen March. In the event of mobilization, the 103rd would be responsible for logistical support of portions of NATO. Establishing communications,

Above: Reserve soldiers from the 3/14 Field Artillery Bn., Sioux City, Iowa, march up a long hill on the Cactus Challenge route with the Des Moines skyline in the background. Below: PFC Chad Tarantino (foreground) and Lt. Col. West Summers, 103rd COSCOM, relax at a rest stop.

Army Reserve photos by SSgt. Brian Kappmeyer

providing security along the route and erection of base camps provided hands-on training for soldiers supporting the marchers, explained MG Roger W. Sandler, the COSCOM's commander.

The marchers logged 25 miles the first day. COSCOM soldiers provided a sleeping and food service field site at a high school. Soldiers from the 830th Station Hospital provided medical support.

Teams participating in Cactus Challenge were from the 830th Station Hospital and HQ 103rd COSCOM, Des Moines; 3/14th Field Artillery, Sioux City, Iowa; 56th Materiel Management Center, St. Paul, Minn., and Army ROTC cadets from Iowa State University, the University of Iowa, Northern Illinois University and Bemidji (Minn.) State University.

(The authors are members of the 366th Public Affairs Det., Des Moines, Iowa.)

Left: Maj. John Swegart, 103rd COSCOM, hands out items from his MRE packet to students at a school where the marchers took a rest break. Right: Sgt. Tracy Johnson, 103rd COSCOM, tapes her toes during a Cactus Challenge rest break.

The NCO's Most Important Job:

Keeping Soldiers

By Maj. Jim Simpson

Every year, thousands of Army Reserve soldiers leave their units before their commitment is up. Thousands more leave at the end of their commitment. Most of those leaving have already been trained.

It's the NCO's job to motivate soldiers to complete their enlistment and to reenlist. Why? It's obvious: Each loss represents thousands of dollars invested in recruiting, training, educating and paying the soldier. That's money we can't afford to waste.

Even more important, the Army today cannot go to war without the Army Reserve. Every lost soldier decreases the ability of the Army to perform its mission. We just can't let good, trained soldiers walk away — we need them.

The reasons soldiers do not stay in the Army Reserve have been researched extensively over the last 10 years (see the last issue of *Army Reserve Magazine*, page 30, "Why Soldiers Really Leave the Army Reserve"). Keep in mind that soldiers don't always tell their NCO the real reasons they leave. They do open up to researchers.

Two reasons consistently come up as being the most important causes for soldiers leave the Army Reserve:

- *Lack of an experience to be proud of.* Soldiers leave because they have, in their view, no meaningful work to do. They want to contribute. They want to be taught and developed. They also leave an organization because they are not proud to be part of it.
- *Lack of caring leadership.* Soldiers leave because they perceive a lack of fairness in their leadership. Soldiers leave because they feel nobody cares about them. Soldiers deserve, and expect, respect from their NCOs.

How to Analyze Your Soldiers' Needs

Ask yourself these questions:

1. How many soldiers left my squad or section in the last 12 months?

2. Where did they go? To another unit? To active duty? Retirement? The IRR? You don't know?

3. How many of my soldiers did not attend last drill? Who were they?

If you don't know how many soldiers you have lost, you have a retention problem. Soldiers who miss drills are very likely to become losses — soon. If your soldiers are missing drills, you have a problem.

Some losses are unavoidable. Retirement, death, transfer to another city or unit and transfer to active duty are called "nonmanageable losses." There is not much you can do about them. Nationwide, however, about two thirds of all losses are "manageable" involuntary transfers to the IRR or failure to reenlist. Soldiers who fail to come to drill fall in this category. These are losses we can control. Of those you lost, how many were "manageable"?

How NCO's Keep Soldiers

"People Enlist to Soldier."
"Soldiers Want to Do Good."
"Soldiers Want to Grow."
"Soldiers Follow Leaders."

Each of these statements reflects upon the motivations of the soldiers we lead and train. Most NCOs agree with these statements, but some don't know what to do about them.

Here are eight practices NCOs have used to provide soldiers with an experience to be proud of and demonstrate that they care for their soldiers:

1. *Make training meaningful.* Schedule training that relates to your wartime mission. Decentralize training responsibility to first-line leaders. Tell leaders they are responsible for training their soldiers. Tell them what to do. Let them use their judgment to figure out how to do it.

Train with other Army Reserve, National Guard or Active Army units. Share resources. Maximize opportunities. Use civilian or other governmental resources. Consider doing community service. In most towns there are worthy projects that can be related in some way to unit training needs. Be innovative. Ask your soldiers for suggestions.

2. *Plan ahead.* Training plans should be completed at least three months before the drill. Review and update plans at least monthly with your unit leadership. Some of the best units plan weekend drill training one year in advance.

3. *Communicate with your soldiers.* Talk to your soldiers. Listen to your soldiers. Do it in informal "commander's calls," during interviews, in the mess line, in the field — anytime you get a chance.

Call soldiers who miss drills. Write letters to soldiers away at training. Use the bulletin boards. Distribute Retention Publicity Items (RPIs) and brochures on benefits. Ask soldiers for their advice and suggestions. Keep your soldiers informed.

4. *Conduct a sponsorship program.* Make sure every new soldier feels welcome and a part of your unit as soon as possible. Soldiers want to belong.

5. *Demand military bearing.* Successful units set high standards: Military hair cuts; clean, pressed uniforms; well-executed drill and ceremony; punctuality; snappy salutes.

Young soldiers and soldiers recently off active duty are seeking a connection to military life. Appearance, military bearing, clear direction and a degree of discipline are important to them. Soldiers follow leaders. NCOs set the example.

6. *Keep promises.* Soldiers expect to be treated fairly, get

paid on time and to receive the monetary benefits they were promised when they joined. They deserve nothing less.

At the opening formation of every drill, ask if any soldiers did not get paid or have problems receiving benefits. Have them fall out immediately after formation and report to the person responsible for pay administration. Ensure that everyone knows that soldier pay and benefits are your top priorities.

Then follow up, follow up, follow up until the problems are solved.

7. *Instill a sense of pride.* Use award ceremonies and frequent public recognition of soldiers' accomplishments to build self-esteem. Display unit or section achievements and photographs. Soldiers want to do well. They want to be part of a winning team.

8. *Encourage camaraderie.* Team spirit, close friendships and shared experiences form bonds that are difficult to break. They are frequently the real reason soldiers stay in the unit. Support them and promote them.

Publicly recognize soldiers when they get married, have a birthday or have a new son or daughter. Conduct unit parties and social events. Soldiers want to belong.

Innovation Counts

Every unit is different. What works for one might not for another. NCOs are in the best position to determine what will work for their soldiers. There is plenty of room within regulations to set up a program that meets the needs of your soldier. Be flexible. Innovate.

The best measurement of an NCO's leadership is the ability to retain soldiers. In the final analysis, the key to retention is giving soldiers an experience they can be proud of and showing them that you, their NCO, care about them.

(Maj. Simpson is a AGR officer on the staff of the FORSCOM Retention Division.)

SQT Changes

Skill Qualification Test Now A Valuable Tool for Army Reserve

By SGM Larry R. Harper

Today's Army is a fast-paced, highly technical force. As such, it requires the best-trained, most-highly-qualified soldiers to keep it moving forward and operating at its peak. Commanders at all levels — Army Reserve as well as active component — must ensure that training is geared to mission accomplishment.

To this end, "battle focus" directed training must be conducted at both individual and unit level. Effective unit performance is a direct result of individual training. The NCO as the trainer must ensure that the training effort is maximized and critically evaluated to ascertain that the soldier receives full benefit and increases his or her proficiency.

The Skill Qualification Test (SQT) is one of the tools available to the commander to assess the effectiveness of his or her individual training program. Currently, the SQT is a written, multiple-choice test of a soldier's broad technical skills.

The Army's reserve component leaders, however, have questioned whether an SQT with a broad MOS focus actually contributes to training or is a training distractor. This debate is fostered by the fact that parts of the SQT may not always be relevant to a unit's mission and equipment. Differences in mission, equipment and available training time make it more difficult for the Reserve soldier to prepare for the SQT.

"Battle Focus" SQT

The Army's Training and Doctrine Command (TRADOC), in coordination with FORSCOM, is attacking the problem of making the SQT a more valid training evaluation tool for both the active and reserve components. The TRADOC service schools, proponents for the SQT, have begun to eliminate all non-wartime-essential tasks from the SQT. This effort will increase the SQT's "battle focus" and will be complete by the end of FY 1989.

However, eliminating non-wartime-essential tasks is only a partial solution. TRADOC schools are also narrowing the SQT's focus to specific equipment or duty positions. For example, the 13B1 SQT for artillerymen has questions broken down into seven different "tracks" corresponding to seven types of howitzers. The soldier only takes the SQT track associated with the type of howitzer in his unit.

For this year, more than 70 percent of the SQTs fielded are system specific. This figure will increase to more than 90 percent for FY 1990 and 100 percent for FY 1991. This effort will go a long way toward alleviating the reserve components' concerns over the relevancy of the SQT.

System specific SQTs cannot account for all differences between the Mission Essential Task Lists (METL) of various units. Therefore, the U.S. Army Training Support Center (USATSC), Fort Eustis, Va., is testing a concept which allows a Reserve commander to delete those tasks from the SQT that are not relevant to his mission, METL or equipment on-hand.

Under this "tailoring" concept, the commander would have the option to review an SQT task list about three months prior to the beginning of the SQT test period. If the commander identifies any tasks not relevant to the unit's mission, METL and/or equipment on-hand, he can delete them by simply filling out a

SQT
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SQT

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one-page computer form and giving it to his Training Standards Officer (TSO). The unit's soldiers would not be scored on those tasks deleted by the commander. Tailoring the SQT allows the commander direct input in making the SQT specific to his unit's warfighting mission.

NCOs must take an active role in this process by assisting the commander as he tailors the SQT. NCOs must recognize the value of the SQT as a training management tool and plan, conduct and evaluate training so as to challenge the soldiers in a realistic environment that closely mirrors that found on the modern battlefield. Today's soldier must be both tactically and technically proficient. Training their soldiers to meet these challenges is the number one job of the NCO.

Two Phase Project

The USATSC has completed phase one of a two-phase plan to assess the acceptability, viability and SQT scoring impact of tailoring. During Phase One, USATSC visited 20 units and commanders "tailored" SQTs for 16 MOSs. Results showed that if soldiers had actually taken these tailored SQTs in FY 1988, their scores would have improved by an average of 2 percent and the overall SQT pass rate would have improved by 11 percent. Commanders from the participating units indicated they liked having direct input onto their soldier's SQT.

During Phase Two, which began in March, 36 unit commanders will be given the option to tailor the FY 1989 SQTs for 19 MOSs covering about 6,000 soldiers. Selected reserve component units from all five CONUSAs will participate in this phase.

Other initiatives are being considered to help improve the SQT. In lieu of mailing SQT computer answer sheets to USATSC for scoring, the USATSC is exploring regional scanning of these answer sheets. Scanning answer sheets at remote sites will provide test results to the soldier and commander in from 1 to 10 days instead of the current 25-day turnaround average.

Additionally, the TSO network is being expanded. This will reduce the administrative burden by providing SQT materials directly to locations where testing will take place.

To further reduce the administrative burden, TRADOC is exploring ways to develop a "paperless" SQT through a long-term interactive video disk (IVD) application. An IVD-based SQT strategy will use "hands-on simulations" to evaluate a soldier's proficiency; thereby reducing reliance on the soldier's reading ability to pass the SQT. It will also decrease administrative processing because the SQT would be tied to the unit's computer system. Soldiers would receive scores immediately upon completing the test. Unit personnel and training files would be updated automatically.

The initiatives described in this article, coupled with evolving technology, will result in a greatly improved SQT for the soldier. Effective use of the SQT as a training evaluation tool will result in a better trained and ready force — for both the active and reserve components of the Army.

(SGM Harper is Reserve Advisor to the Individual Training Evaluation Directorate of the Army Training Support Center, Fort Eustis, Va.)

NCO Logistics Program Offers Opportunity for Soldiers, Units

By MSgt. Gerald L. Weese

Much attention has been focused on logistical readiness and its effect on the ability of Army Reserve units to meet their training and mobilization objectives. Many Reserve units are faced with a variety of seemingly insurmountable logistical problems:

- The need to increase competency of personnel while continuing to operate logistical functions required to support unit operations.
- The establishment and maintenance of viable command supply discipline programs, without adequately trained and experienced mid-level managers and supervisors.
- The management of ever-decreasing material assets (supplies, fuel, ammunition and repair parts) in the face of ever-increasing training and mission requirements.
- The development of expertise in conducting valid sustainment training and supervision of drilling Reservists in multiple logistical fields.

Enter the Log NCO

The Army's Noncommissioned Officer Logistics Program offers a pool of highly trained, multifunctional NCOs with broad operational knowledge of supply, maintenance, transportation and facilities management.

These NCOs are assigned to positions where a high degree of responsibility is demanded in the performance or supervision of technical functions that span more than one logistics field.

Commanders may determine that certain positions require NCO logisticians and recommend that they be so designated. Recommendations are forwarded through command channels to the DA Office of the Deputy Chief of Staff, Logistics (ODCSLOG).

Procedures for the establishment of NCOLP positions are contained in AR 614-200, Para. 7-22. NCOLP positions must be in grades E-7 through E-9 and may be one of 31 Military Occupational Specialties (MOSs) in nine Career Management Fields (CMFs) in signal, maintenance, ordnance, transportation, aviation, medical and quartermaster areas. AR 614-200, Table 7-1, lists the authorized MOSs.

Once approved for inclusion in the NCOLP, these positions are identified in authorization documents with a "K" Special Qualification Identifier in the fifth position of the Duty MOS code.

NCOLP positions may include:

- Key logistics staff positions in major commands, corps and division G-4/S-4 offices and support commands.
- Positions in organizations with primary logistics missions in support of combat operations, such as materiel management centers.
- Staff positions in logistics depart-

ments of schools and training organizations.

■ Positions in logistics operating agencies, such as depots and inventory control points.

There are currently 775 authorized NCOLP positions within the Army Reserve. There are no statutory limitations on the number of authorizations.

Quality Individuals

Only NCOs possessing the highest personal and professional abilities will be selected and retained as members of the NCOLP. Selection is by a DA board.

Soldiers selected for entry into the NCOLP can expect a combination of increasingly challenging training and assignment opportunities. This combination of experience and training is the foundation of NCOLP membership.

Complete application procedures are contained in AR 614-200, Para. 7-18. Applicants must meet the following criteria without waiver:

■ Be in pay grade E-6 (P) through E-9.

■ Possess a primary MOS (PMOS), or be awarded a Career Progression MOS (CPMOS), listed in AR 614-200, Table 7-1.

■ Have completed at least five years in the PMOS or a combined total of five years of service in the PMOS and related MOSs within the same CMF.

■ Be a high school graduate or equivalent.

■ Be physically qualified for unrestricted worldwide requirements.

■ Possess or have requested a security clearance of secret or higher.

■ Have no record of conviction by court-martial or civil conviction, except minor offenses, during the current or preceding enlistment.

■ Have attained a score of 100 or higher in the aptitude area of GT or ST test.

The identification of key logistical positions as requiring a NCO logistician and filling those positions with properly selected and trained NCOLP members affords commanders a viable tool to meet the logistical challenges of today's Army Reserve.

MSgt. Gerald L. Weese is the OCAR Coordinator for NCOLP.

Battle Staff NCO:
New Course for Senior NCOs

By SGM John J. Terranova and Sgt. Laura M. Riscol

If you were told you were about to become the battalion operations sergeant, would you be prepared?

Would you know how to write an operations order? Post a situation map? Keep a staff journal and understand the responsibilities and functions of the other staff sections and how they interact with one another?

Until now, training in the Army Reserve and Army National Guard wasn't available for senior NCOs serving in, or destined to serve in, battle staff positions. The active component courses are longer than most Reservists can afford to be away from their civilian jobs. In fact, there have been cases where NCOs have served 20 years after the completion of the advanced NCO course (ANCOC) without any further formal training.

There is now, however, a solution to your predicament. It is called the Senior Sergeants Battle Staff Course (SSBSC). It was developed by the U.S. Army Sergeants Major Academy to prepare selected reserve component NCOs to perform as personnel, logistical, operations and intelligence NCOs on the battlefield and ensure continuity of operations within a tactical headquarters. This is a performance oriented course designed to prepare NCOs serving or destined to serve at battalion or brigade level. Major subject areas include doctrine, the threat, communications, the commander and staff, estimates, plans and orders and resource management and support.

Two pilot courses were conducted in January and March. Another is planned for August-September, according to MSgt. Roy A. Austin, chief of SSBSC and contributor to its development. "The course gives an overview of staff duties, so that the NCOs are aware of what goes on in a tactical environment," he said. "We had NCOs who had no idea of what was involved in the other staff areas."

Praise for the SSBSC has been high from both the Army Reserve and the Army National Guard. "SSBSC was long overdue," said CSM Robert H. Crossley, commandant of the NCO school of the Pennsylvania National Guard Academy.

"This is a much needed course for the reserve components," MSgt. Deborah J. Colins, deputy commandant of the NCO division of the Arkansas Military Academy, said. "It puts out a lot of information in a short time."

CSM John R. Morrow, commandant of the Army National Guard Region VI NCO Academy, likes the way the SSBSC puts students under pressure to observe how they react and what decisions they make. He noted that in one exercise a student destroyed a bridge 23 hours early, which left his troops trapped by the "enemy" on the wrong side of the river.

MSgt. Ronald E. Miles, assistant chief operations sergeant of the Guard's 38th Div. summed it up: "It is challenging, high speed, and very necessary — and it shows no mercy."

For further information about this course, contact SGM John J. Terranova, HQDA, DAAR-TRS, Washington, DC 20310-2400, or MSgt. Roy A. Austin, USASMA, at Autovon 978-8270; commercial (915) 568-8270.

(SGM Terranova is assigned to the Training Division, OCAR, Sgt. Laura M. Riscoll, 100th Public Affairs Det., Texas Army National Guard, is on temporary assignment with the U.S. Army Training Board.)

For explanation of acronyms, see the Army Reserve Glossary on page 5.

First of Many

Reserve Maintainers Train In Germany

By Courtenay Welton

"Why didn't somebody think of this sooner?"

That's what Capt. Dennis Dooley had to say about his unit's AT in Germany this year, and he might not be the only person to feel that way about the new program they were pioneering.

Dooley was, until recently, the commander of the 238th Maintenance Company (GS) — or 238th HEMCO, for short — from San Antonio, Texas. Annual training for the 238th HEMCO this year was part of a pilot program in which reserve component maintenance companies perform their AT working in the Army's General Support Center maintenance facility in Kaiserslautern, Germany.

For three weeks more than 200 members of the unit tore down and put back together 2½ ton trucks, repaired canvas, fixed generators, overhauled the gears that turn a tank turret and performed the dozens of tasks a heavy equipment maintenance company is supposed to be able to do.

The difference was that this time they were doing it in a facility similar to where they would be working under wartime conditions and they were doing work that would have an immediate impact on the readiness of U.S. Army Europe (USAREUR).

More Overseas Projects

The 238th's opportunity to be in Germany for AT was the result of a project initiated and funded by Congress. During the past few years the Senate Appropriation Committee (SAC) has been looking into peacetime overseas missions that reserve component (RC) units could undertake. In 1988 the SAC requested a report from the Department of Defense on the subject.

The Army proposed a three-phased program for RC heavy equipment maintenance companies to perform general support (GS) level maintenance in USAREUR as part of overseas deployment training (ODT).

Congress accepted the idea, and provided funds for 30 AGR spaces and ODT for six RC HEMCOs to begin Phase 1 of the project. The full-time spaces support the activation of an Equipment Maintenance Center (EMC) in Europe to coordinate and manage the rotation of HEMCOs to Europe. The 238th was one of the six HEMCOs chosen for Phase 1 and the only Army Reserve unit among the six.

If Phase 1 is successful, Phase 2 will set up a permanent rotation of HEMCOs on ODT to USAREUR, and Phase 3 will expand the program to other missions and types of units if warranted and supportable. The Phase 3 expansion might include collection and classification, general support and repair parts companies, for example.

During FY 1990 12 HEMCOs will participate, and if Phase 2 is implemented, up to 16 HEMCOs a year will go to Europe.

Two Goals

The goals of the project are to reduce the maintenance backlog in USAREUR — which ranges from months to years in some cases — and to provide MOS training for the maintenance units. By tailoring the workload to meet the capabilities of the units, this can easily be accomplished.

The 238th's workload included 2½- and 5-ton trucks, construction equip-

Army Reserve soldiers of the 238th Maint. Bn. took over this shop in Kaiserslautern, Germany, for three weeks in June.

Army Reserve photos by Ed Eckstein

Sgt. Randy O'Melia, San Antonio, Texas, works on a generator.

ment, electrical generators, canvas, tracked vehicles, fuel handling equipment, metalworking, small arms repair and other kinds of maintenance. Next year the workload will be expanded to include M1 tanks.

The units plan their own work schedules, allocating resources as needed to accomplish their missions. For the 238th, daily schedules were a mixture of eight- and 12-hour shifts. This system was designed to make up for some of the unfinished jobs that the 238th inherited from previous units and to allow time off for the Reserve soldiers to take advantage of some of the tours and recreational activities available.

One definite benefit of the program is the money it saves. According to Jerry D. Boggess, chief of materiel operations of the Kaiserslautern facility, overhauling a 2½-ton truck costs approximately $7,800 in parts and $11,100 in labor if local labor is used. Having the Reservists do the work saves the labor costs, and a replacement for a vehicle that would cost $69,000 new goes back into service.

Spec. Ruby Wilson, San Antonio, Texas, retrieves an elbow assembly hose from a parts warehouse at the Kaiserslautern facility.

First Truck Out

Equipment repaired at the EMC gets to units either through direct exchange for a deadlined item or through the supply system. The 238th had the distinction of getting the project's first vehicle back onto the road. It was a 2½-ton truck that went directly to a VII Corps unit after being completely stripped down and rebuilt from the ground up. That meant welding cracks in hood, fenders and cab; overhauling the engine, transmission and transfer case; rebuilding brakes; replacing hydraulic lines, and, finally, road-testing under the critical eye of a German inspector.

In some cases, getting the work done was not easy. In one instance, the supply system could not provide U-bolts needed to hold together the rear end of the trucks. The 238th's craftsmen fabricated a jig to bend ¾-inch round stock into the right shape and size after heating it on a gas-fired forge. At that point, Spec. Dennis Ballesteros began to look more like a blacksmith than a welder. Other unit members had to manufacture a tool to separate tie rod connections because none were available.

By the time the three weeks were up, the 238th had returned to the inventory five deuce-and-a-halves, six pieces of engineer equipment, five generators and more than 200 small arms and other pieces of armament. In all, it completed 379 jobs, against a goal of 220. In addition, its supply section processed 29 work orders, a total of 1,947 documents and 3,090 line items of supplies, as well as setting up numerous supply procedures and organizing administrative systems.

"Training is money spent. This gets money back," said Dooley, about the value of the training to his soldiers. It also is definitely a money-saver for the Army in Europe.

PFC Deborah Potts, San Antonio, Tex. (formerly of Mocksville, N.C.) fixes a door on a crane.

(Welton is a member of the OCAR Public Affairs staff, and is also a USAR major in the 352nd Civil Affairs Command.)

A newly rebuilt truck rolls out the door of the Kaiserslautern Maintenance Center.

A-G-R Spells Mobilization Readiness

By Col. William Hyde

(This is the first of two articles on the Army Reserve AGR program.)

On a hot, dusty afternoon, a training NCO completes a range safety briefing for M60A3 tank crewmen preparing to fire Table VIII, Fort Huachuca.

Late in the evening, a battalion supply sergeant makes a last-minute review of preparations for an upcoming IG inspection.

At TRADOC headquarters, an action officer prepares to brief the Commanding General on proposals to provide additional funding for reserve component training simulators.

A "typical day in the Army"? Perhaps, but these hard-working soldiers are not members of the Army's active component. They are Army Reserve soldiers — members of the Active Guard and Reserve (AGR) program. They are serving on active duty for the purpose of "organizing, administering, recruiting, instructing and training the Reserve Components" of the Army (Title 10 U.S. Code, Sec. 678).

Throughout the Army, within the U.S. and overseas, in Army Reserve units and at active installations, from recruiting offices to the Pentagon, the AGR soldier has become an increasingly familiar and important part of the Army total force.

There are many misconceptions and questions regarding the AGR program; what it is, how it is employed and even whether the program should exist at all. These questions are not surprising, because the AGR program is one of the newest and most rapidly evolving programs in the U.S. Army. Moreover, the wide diversity of AGR assignments and varied background of AGR program members sometimes adds to the confusion.

Relatively New Program

While most soldiers and civilians in the Army Reserve community probably take the presence of AGR soldiers for granted as a normal part of that environment, those with a bit more time in service know that such was not always the case. While there have always been Reservists on some form of full-time duty in support of the Army Reserve, it was not until 1983 that the AGR program was formally established.

Prior to 1983, active duty tours by Reservists in support of Reserve activities (as opposed to Reservists on extended active duty with the active component — a totally unrelated category) were administered on an extremely limited basis. Individual Reservists were offered a tour of duty (which rarely exceeded four years) for a specific purpose and were expected to return to drilling status upon expiration of their tour of duty. Indeed, it was seen as a distortion of the program for an individual to secure multiple tours or to extend his service to attain 20 years active federal service (AFS) and eligibility for retirement.

The limited full-time unit support that was available to the reserve components was provided almost exclusively by the military technician force. Technicians are Army civilian personnel serving under a modified version of civil service. Most, but not all, are also drilling Reservists or Guardsmen within the units they serve.

Army Reserve "Revolution"

As the concept of the "total force" has become a fundamental part of our national defense strategy, it is perhaps easy to overlook the revolution that this strategy has brought about in the Army Reserve. Traditionally, the Army Reserve and Army National Guard had been distinctly separate parts of the Army, working closely with their active component counterparts rather infrequently. While countless Reservists and Guardsmen devoted great amounts of uncompensated time and were as dedicated and professional as any soldier today, they clearly had a different frame of reference and working environment.

Even in sudden emergencies, such as Korea or Berlin, force planners and trainers assumed that Guard and Reserve units would require months of post-mobilization training before deployment, that the industrial base or the Active Army would have time to replace obsolete or nonexistent equipment, and that strength shortages could be made up from previously trained draftees serving their remaining obligation in the Individual Ready Reserve (IRR) manpower pool.

With the advent of the "Total Force" policy, all of these assumptions changed dramatically. Suddenly, reserve component units were expected to deploy early — sometimes even before active component units. Reserve units received peacetime missions and Capstone alignments with greatly expanded training requirements, often including overseas deployment and joint operations with active component counterparts. Newer and more complex equipment began to arrive and units were expected to not only store and maintain it, but to operate it just as efficiently as an active component unit.

Moreover, as the volunteer force matured, the large pool of pretrained manpower that had always been available in the IRR began to shrink. As the changes brought about by the "Total Force" revolution came to be understood, a series of major Army studies began to identify the requirement for increased full-time manpower support of the reserve components as an essential prerequisite for sustaining these changes.

In 1976, the Defense Manpower Commission recommended that the existing military technician program be converted to one composed of full-time active duty Guardsmen and Reservists and that the total full-time support force be greatly expanded. In 1979, Congress accepted the general thrust of this recommendation and directed that a program be developed significantly expanding the number of Reservists and Guardsmen on full-time active status.

By 1983, both Congress and the Army leadership had endorsed significant increases in the number of Guardsmen and Reservists serving on active duty and the AGR program was officially born.

Familiar Presence

Today, the USAR AGR program has grown, matured and become an integral part of the Army Reserve and Total Army communities. With an FY89 authorized end strength of 13,344, the USAR AGR program is by far the largest element of the full-time force available to support the overall mobilization readiness efforts of the Army Reserve.

With their equally dedicated and professional colleagues in the Army Reserve Technician force and the active

component, AGR soldiers are a familiar presence in every reserve center and activity throughout the Army, and also perform a myriad of related mobilization readiness roles throughout the Army.

It is difficult to describe all of the missions and roles performed by AGR soldiers in a reasonably brief article. The program charter from Congress is a broad one and the umbrella definition of support for "mobilization readiness" has many meanings.

However, the priority of the AGR program has been focused on support to Troop Program Units (TPUs). Currently, 85 percent of the AGR force is assigned in what the Army has defined as "direct support" to TPUs. They are either attached directly to a unit or assigned to a recruiting or retention position in direct support of units.

This emphasis on unit level support is not accidental. The Congress, Army leadership and the Chief, Army Reserve, have all emphasized the need to reduce the often crushing burden of administrative, training, logistics and maintenance responsibilities on the drilling Reservist at the unit level. Manpower growth in the AGR program for the past three years has been focused almost solely on increasing the level of full-time support at the unit level and supporting the activation of new units in the USAR force structure.

Despite this emphasis, there remains a shortfall of more than 10,000 identified requirements on USAR unit manning documents which cannot be filled at the currently funded AGR end strength.

The requirement for AGR soldiers at the unit level is the most obvious aspect of the AGR program. It is here that the presence of AGR soldiers and unit technicians can make all the difference. With adequate AGR and technician support, the unit commander can avoid burning out key personnel, make progress on maintaining increased equipment levels, get out of the reserve center on the weekend for training at a nearby installation or take advantage of similar opportunities that simply are not possible without the support of full-time personnel in the unit.

AGR Recruiters

In a similar fashion, the value of the AGR recruiter is widely understood and appreciated. Most Reservists remember the recent past when much of a unit's available time and energy went into a never-ending process of referral and recruiting for new unit members. Today, however, most units have at least one AGR recruiter in direct support to lift this major burden from the drilling Reservist and free them for other unit responsibilities.

The success of the AGR recruiter force in accomplishing this mission speaks for itself in both quality and quantity in meeting unprecedented end strength levels.

Indirect Support

While the "direct support" role of the AGR soldier is easily understood, the "indirect support" function performed by about 20 percent of the AGR force is less well understood and often controversial. However, these soldiers make a tremendous contribution to the overall mobilization readiness of the Army Reserve. A few specific examples may illuminate this point.

One of the largest commitments of AGR soldiers in the "indirect support" category is the team of about 500 AGR soldiers assigned to ARPERCEN in St. Louis, Mo. These soldiers not only provide career management for the AGR force but for all other Army Reservists as well, with a particular emphasis on the Individual Ready Reserve (IRR).

During the post-Vietnam era, the IRR was generally subject to a policy of benign neglect, with little attention and few resources devoted to accounting for or training these soldiers. In recent years, however, the "Total Force" revolution has resulted in a new appreciation of the importance of this pool of almost 300,000 soldiers — the nation's largest immediately available pool of pretrained manpower.

In the past decade, the Army Reserve has revitalized the IRR, with new programs to screen individuals to ensure availability, to develop and fund special training programs, to address MOS shortages and to encourage continued participation in the Army Reserve beyond the obligated service period. These programs — as well as the many other programs and missions handled by ARPERCEN — require full-time personnel managers.

While 500 AGRs may seem like a substantial number, recent studies have concluded that ARPERCEN has too few people to perform its assigned missions. As a single example, the Full Time Support Management Center (FTSMC), responsible for the personnel management of the entire USAR AGR program, has only been resourced at 54 percent of its recognized manpower requirements.

Other examples of "indirect support" AGR soldiers are mobilization planners at the installation level, high-tech MOS trainers at Regional Maintenance Training Sites, and overseas deployment training (ODT) coordinators in Europe and Korea. These, and a host of similar non-unit positions, are all critical to the Army's ability to sustain the levels of readiness that even a partial mobilization would require in the event of a national emergency.

One little-understood group of "indirect support" AGR soldiers are the several hundred officers and NCOs assigned at major headquarters — the five CONUSAs, major commands such as FORSCOM and TRADOC, Headquarters DA, the Joint Chiefs of Staff and Office of the Secretary of Defense.

The relatively small number of Reservists assigned to these key headquarters represents one of the most important investments of the entire AGR program. More than half of the force structure of the Army is provided by the reserve components. Key decisions on how the Army Reserve will be organized, how it will be trained, whether it will receive its fair share of increasingly scarce training dollars or equipment, and how it will deploy upon mobilization will be made at these levels. The AGR officers and NCOs on these staffs are "at the table" when these decisions that substantially affect the Total Army are made.

(In the next issue of Army Reserve Magazine, *Col. Hyde will tell how Army Reserve AGR soldiers are selected and managed.)*

(Col. Hyde is Senior USAR Advisor at HQ TRADOC, Fort Monroe, Va. He was formerly commander, Full Time Management Support Center, St. Louis, Mo.)

For explanation of acronyms, see the Army Reserve Glossary on page 5.

FTX Northern Viking Takes Reserve Infantrymen to Iceland

Readers of the Tom Clancy best-seller, *Red Storm Rising*, were entranced by scenes of combat on remote, rocky Iceland, a key spot of land controlling the northern approaches to the Atlantic Ocean.

While the *Red Storm* scenario of U.S. Marines fighting Soviets on Iceland was purely entertaining fiction, the strategic importance of Iceland is real. The land defense of Iceland is not primarily a Marine Corps mission, however, but falls to an Army Reserve headquarters, U.S. Army Iceland (USARICE), and a cadre of USAR units, mostly from the northeastern U.S.

About 800 soldiers from USARICE and 16 USAR units in 11 states exercised their mission in June during Northern Viking '89, a JCS-coordinated field training exercise (FTX). Supported by combat support and service support troops, Army Reserve infantrymen established ground and air defenses and prepared to carry out offensive operations in the area near Keflavik, Iceland.

The core of the USARICE task force were Army Reserve soldiers from western Massachusetts' 3/35th Infantry Bn., a subordinate of the 187th Infantry Bde. (Separate), 94th ARCOM. The task force was reinforced with and supported by soldiers from other USAR and Army National Guard units, who joined deploying elements of the Active Army, Navy, Air Force, Marine Corps and Coast Guard for the ten-day exercise.

Northern Viking '89 tested the plans and operations for the defense of Iceland. The deployment gave the Reserve soldiers experience in moving to Iceland and adjusting to the difficult weather and terrain. Airlifted from Westover Air Force Base, Chicopee Mass., aboard C141 and C5A air transports, the infantryman quickly took up defensive positions among the lava rocks around the NATO air base and practiced small unit tactics.

The Marine Corp security force from Keflavik Naval Air Station played the role of Opposing Forces (OPFOR). Wearing a combination of irregular dress and desert camouflage, the OPFOR probed defensive positions. The high pitched squeal of the Multiple Integrated Laser System (MILES) reported hits on both sides as the OPFOR attacked in both small units and in force.

An Army Reserve infantryman stands guard at a bunker overlooking the Atlantic somewhere in Iceland.

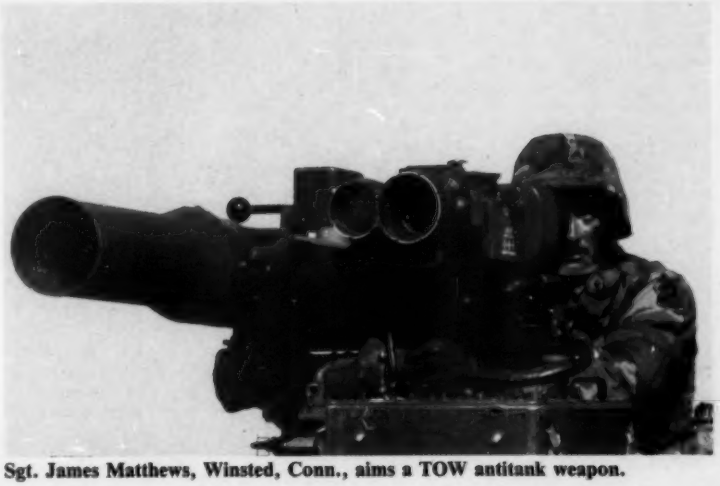
The temperatures ranged from 40 to 50 degrees fahrenheit, but the constant chilling ocean breeze and the 24-hour daylight proved fatiguing.

Iceland does not maintain an armed force unit but, as a NATO member, is represented on the NATO council as well as the NATO military staff. In the event of a conflict in Europe, the Army Reserve soldiers of the 187th Infantry Bde. would provide the primary ground force defense of Iceland. Col. Peter Clegg, Army Task Force Commander for Iceland, summed up the need for Army Reserve participation in Northern Viking '89: "The Army Reservists got to see the ground they may someday have to fight on."

PFC Kevin Cashell, Merrimac, N.H., lays concertina wire across Icelandic lava rocks. He's a member of the 756th Engr. Co., Fort Devens, Mass.

Sgt. Brian Cannon, Medford, Mass., stands by with his M60 machine gun in a defensive position near a radar installation on Iceland. He was one of 800 Reserve soldiers training in Exercise Northern Viking '89.

Army Reserve photos by Ed Eckstein



Sgt. James Matthews, Winsted, Conn., aims a TOW antitank weapon.

(Contributing to this story was MSgt. Ken Holt, 94th ARCOM Public Affairs Office.)

LETTERS

ARPERCEN Survey

Sir:

The results of the ARPERCEN survey (Issue 4/1988, p. 29) regarding the level of satisfaction with the service provided by ARPERCEN was shocking, to say the least.

"The poll revealed that satisfaction with ARPERCEN service ran near 90 percent . . ." Since most Reservists that I have met express great dissatisfaction with the poor service received from ARPERCEN, I can't help but wonder who was polled in your survey. And, only 615 of the 3,000 surveys distributed were returned. Perhaps others did not complete the survey because they felt that the bureaucracy at ARPERCEN is unable or unwilling to change; so, why bother to complete a survey?

My own experiences with ARPERCEN have been a mixed bag of caring professionals and lost paperwork. After three telephone contacts, each a month apart, and an IG complaint I finally received my check for the annual IRR screening. Another time, my request for an IRR ADT was lost, and the PMO couldn't find my address or phone number to contact me, so the ADT had to be rescheduled, in spite of the arrangements I had already made.

I have also had PMOs take a lot of their time to explain things to me over the phone, as well as letting me know what training options are available. I know they are trying to do a good job, but they seem to be understaffed and overworked. Many departments at ARPERCEN seem slow and overworked, resulting in Reservists being dissatisfied with the "service" they receive. There is an unwillingness to "make waves" even to correct mistakes created at ARPERCEN. I have been told that I "can't imagine the amount of paperwork" they do; and the phrase "administrative triage" is used by PMOs.

It is obvious to many Reservists that something needs to be done; but after that rosy survey report, it is clear that nothing will be done. Why tamper with success?

Maj. Barbara Vendt
Converse, Texas

Col. Webb Ellis, chief of ARPERCEN's Program Analysis and Evaluation Office, replies:

"The survey was intended only to show that we are doing better providing service to our customers. We simply cannot undo past horror stories overnight. Impressions are long in being overcome.

"We do not intend to rest on our laurels, based on one, first attempt to measure customer service. Only by establishing trends can we do that effectively. Therefore our primary efforts continue to be to find ways and means to improve customer service.

Automation is a real key, and we are making good progress in that area. That takes time and money, though, but we're pressing on. Our view is that even if we were able to empirically validate the approximately 90 percent figure, based on the almost 15,000 communiques daily, that's still 1,500 unhappy customers.

That is totally unsatisfactory. We must and are trying to reduce the 1,500 to zero. To do it though, we need to continue getting feedback from people like yourself. We cannot reach everyone by survey.

Why Soldiers Leave

Last issue's "Why Soldiers 'Really' Leave the Army Reserve" (Issue 2/89, page 30) generated more mail than any other article to appear in *Army Reserve Magazine* in recent years. The mail is still arriving as this issue was being prepared.

The article, written by Lt. Col. Terry White and Maj. Jim Simpson of FORSCOM's Retention Division, discusses the results of the recent WESTAT Study of why soldiers choose to leave the Army Reserve.

The following letters represent a cross-section of the opinions expressed by those who wrote to the editor.

Sir:

I agree totally on why these soldiers leave the Army Reserve early. Many expect to feel proud; to be proud of a team once they get out of training. They don't get treated with respect, maybe because the leaders perceive them as bottom of the line instead of "part of a team."

PFC Elaine M. Baghdoian
Miami, Fla.

Sir:

I disagree strongly with the conclusion of the authors.

The authors quote statistics pointing out that 53,000 soldiers "quit" their units, and that it cost $40,000 apiece to replace them. This makes for a $2 billion loss annually. Who knows what the National Guard lost, in addition.

They claim the "WESTAT Study" finds this is principally a unit-level leadership problem.

I believe it is a systemic problem and a problem that should be addressed at the army level. The fact is, the Army didn't have 53,000 deserters a year in the Army Reserve when soldiers were activated for missing drills.

Army studies show that a unit's cohesion is in part dependent on the soldiers' perception of how difficult it is to leave the unit.

We cannot run an army like a college. Soldiers must face punishment for violating their oath.

Col. Robert W. Burke
Chicago, Ill.

Sir:

The article was interesting, informative and serious research.

I am appalled that conditions such as pay problems, unfair treatment, not getting credit for doing good work and not being proud of the unit are allowed to exist in the Army Reserve.

I know these charges are true, because I have a relative in the Reserve, and they have mentioned these conditions many times.

These problems should be addressed and corrected soon, or discontinue the Army Reserve before it becomes a disgrace to the United States.

Mrs. M.B. Collins
Pine Bluff, Ark.

Sir:

I must bitterly protest "Why Soldiers Leave the Army Reserve." Lt. Col. White and Maj. Simpson ended their article with the contention that the main problem with retention lies on the shoulders of the unit leaders. While retention is mainly our job, I don't appreciate being dumped on for something I have no control over. No doubt the other NCOs in my unit who read the article will feel the same way.

At least in Company B, 3/16th Infantry, 187th Infantry Bde. (Separate), Rockland, Maine, we have leaders who do care about our troops. And we bust our buns to prove it on every MUTA and AT. Yet, we're still being fingered and

chewed on for the retention problems by the very same people who ought to heed the old cliche, "He who has a glass house should never throw stones."

These people are at battalion and brigade level and higher. These rear-echelon types are constantly kicking back and refusing to do their jobs when it comes to personnel actions (e.g., schools). Then they feed us a bunch of horse manure such as "no funds" or some other off-the-wall, half-baked excuse for not doing the action required. This is where the lion's share of the retention problems lie.

Sgt. Tim Heaurin
Sedgwick, Maine

Sir:

The survey results indicate a meaningful and valid point: "How they are treated by their leaders in the unit." As an AGR soldier assigned to a unit, I believe the point is valid for the new-arrival soldier within a command. I've seen this happen on numerous occasions and as a leader have counseled the soldier to ensure they are aware that there *are* leaders concerned for their needs.

If a first-line leader does not demonstrate a concern, the soldier will become disenchanted and leave the organization, either in an unsatisfactory status or to another unit that has shown a concern for their soldiers.

It is unfortunate that many leaders believe that training resources are not available within their respective areas. I have been in the training environment for 18 years, since that very first day in basic training when the drill sergeant appointed me squad leader. As a leader and a trainer, the worst statement I could ever hear is, "It can't be done."

We must show our soldiers not only through counseling but through action (i.e., pay, promotions, NCOES, etc.). In addition, we need to improvise, coordinate and provide the training areas and resources with challenging and "battle focused tasks. We, as leaders, will eventually move on or retire, and we *must* demonstrate our concern for the new arrival — for these soldiers will eventually demonstrate that concern for other new arrivals when they are placed in leadership positions.

SFC Peter Miller
Bell, Calif.

Sir:

The authors referred to the survey which indicated the main reason the soldier leaves the unit is how they perceive they are treated by the leaders in their unit.

As a finance sergeant in the Army Reserve, I couldn't agree more. If the soldier feels nobody cares about his or her individual problems, that soldier will become a loss to the Army.

Boredom, lack of training, lack of belonging are indeed major factors in the retention problems within a unit. However, ask a young soldier what the most important thing about being in the Reserve is to him or her, and you'll probably hear: "My paycheck."

Ask a Reserve soldier with 15 years and he or she will mention the camaraderie, the work, the benefits, the retirement. But don't pay that 15-year soldier, and you'll get complaints.

Most of us senior NCOs can remember the days when we thought we were lucky that we received our pay once every three months. When monthly paychecks became a reality in 1975, finance NCOs still cautioned their people not to count on the Reserve check to pay anything definite.

Today, the Reservist who drills every month can bank on having a paycheck every month. However, there are still many soldiers with pay problems. New soldiers don't get paid for six months because the paperwork isn't completed in a timely manner. Soldiers go to their first-line supervisor and say they were not paid for drills they performed the previous month. Six months later, the soldier is calling the Reserve Pay Hotline at the U.S. Army Finance and Accounting Center because the drills have still not been paid — the technician didn't get around to sending in the paperwork.

Where does that responsibility lie? With the first-line supervisor who never checked into the problem or failed to follow through to make sure the pay problem was resolved.

How can we senior NCOs teach leadership when we do not lead? I see this quite often — in units all over the country. I teach the Finance Specialist (73C10/20) course for both Army Reservists and National Guardsmen. I get to hear many horror stories about soldiers who didn't get paid for months on end. I am concerned that we, the senior NCOs, are not taking a more personal interest in making sure OUR soldiers are being paid correctly and on time.

We don't have to be finance NCOs in order to take on this responsibility — we just need to be leaders. When we don't take the time to take care of our soldiers, we are doing the Army a disservice. That young soldier — who isn't paid his bonus on time; who isn't paid for drill performance for six months after he returns from his basic training; who can't get answers on why he isn't being paid, and who feels like no one really cares whether he is getting paid or not — becomes a costly loss to the Army.

MSG Ruth M. Daines
Fortville, Ind.

Sir:

I look at this as a good opportunity to tell my story and see if it is common among other soldiers who plan on leaving the Reserve.

I entered the Army in 1982, completed cavalry scout (MOS 19D) training at Fort Knox, and served on active duty until November 1986 in the 6th Cavalry Bde., Fort Hood. I will not say that I enjoyed it all the time; however, I will say that every time I had a problem it was quickly and fairly solved.

I will not say that about my Army Reserve unit, because I'd be lying through my teeth.

After spending a year and a half in the IRR, I decided to join a unit. This is not a combat arms unit, and there are no 19D slots. I submitted for training to become MOS qualified as a 45B (small arms repairman). In August 1988, I received orders to attend 45B school.

Two days before I was to attend school I was hit by a car and injured. My orders were revoked. I immediately resubmitted for school again, which was denied due to "lack of funds." I've submitted again several times and either get no response or am told that I must wait for a vacant seat.

The way I interpret that is if someone happens to cancel with two days to go like I did, I get two days' notice to go to school. That doesn't sound logical at all.

I extended last September for one year to go to school, but all I've done is gone to drills and done virtually nothing. Now I am told that I have no chance of

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going this fiscal year and I must extend another year to "possibly" get a school seat this fall.

That will mean I've been MOS-unqualified for about 18 months. I can't get SQT promotion points, and do no actual work, other than basic soldiering which I could do in my sleep.

Now comes the questions:

Will I extend? Yes.

Am I optimistic that my problem will be solved? Yes and no. I'd like to think so, but I've learned the hard way not to expect too much.

Will I wait another year to go to school? No. Period.

Spec. Larry D. Lundry
Canton, Ill.

Sir:

What a difference seven years make. In 1982, The Rand Corporation released a study of why soldiers leave the National Guard. It found that about 31 percent of those leaving cited "conflict with civilian job" as being the reason they got out. The study demonstrated that civilian employers have a great influence through their attitudes and policies on reenlistment decisions.

The Rand study noted the impact on reenlistment relates directly to "the extent to which reserve participation conflicts with civilian work schedules reduces the reservist's promotion potential and irritates employers."

Another study, *The 1978 Selected Reserve Re-enlistment Bonus Test*, found the following to be the most common reasons given by separating Reservists:

Conflict with family or leisure, 31.6 percent; conflict with civilian job, 30.8; general dislike of military, 11.4; dislike of unit's training practices, 7.1; moving to take a new job, 2.9; insufficient pay, 2.0; disagree with personnel and pay policies. 1.9; distance to Guard or Reserve Center, 1.7.

Now we have the WESTAT Study, which tells us that those old reasons that drove soldiers out seven years ago are not even mentioned, but that the soldiers most likely to leave the Reserve today prior to their obligation completion are young, unmarried males who earn lower incomes and are usually employed part-time or are in school.

According to WESTAT, these soldiers' most important perception is that they are not being treated fairly and with respect and their time is not well spent.

Industry has found the same problems with the same age group. Here we have a group of young people who have just entered the work force with little or no skills. Such employees are hired in unglamorous jobs, such as sweeping, cleaning up, etc. Those who do well and work hard are generally given the opportunity to move up as jobs open at higher levels.

In the Reserve and Guard, a similar circumstance exists. Not everyone in industry starts at the supervisory level, and not everyone in the Reserve or Guard does either.

Where do the perceptions about life the young soldiers have come from? Who are their role models? Watch some of the popular programs that age group watches. You will find that role models usually live pretty well.

Rarely, if ever, do we see these role models flipping hamburgers, cleaning greasy grills, etc., for minimum wages.

Many of our young citizen-soldiers work at the hamburger places, wash cars, etc. Life is not like it should be, in their eyes, because their TV role models don't have such problems.

So it becomes "the system's" fault. Leaders are not respecting them. They do all the menial tasks and the senior soldiers get all the money.

You want to help the soldiers? Tell them and show them what is realistic to expect in life, whether they are in the Reserve or working in industry.

Retention statistics aren't new. They haven't changed. The only changes are the costs of retention studies. Maybe what needs to change is perception and attitudes on what business and the military is all about.

Maj. Jim Denton
Beaumont, Texas

Sir:

While I don't disagree with the author's recommendation of caring about soldiers, I can't help but observe that this "finding" and "solution" have been around for the last 15 years.

An OSD (Office of Secretary of Defense) survey, conducted in early 1987, provided the identical results. Caring about young Reservists includes helping them face reality and assume some responsibility. The OSD survey reported that one-third of TPU members who had been in a unit less than one year had already decided to quit before the end of their enlistment obligation.

In that same group of young enlistees, many not yet MOS qualified, over 42 percent were already upset about promotions. Moreover, two-thirds were unemployed or marginally part-time employed. The Reserve income isn't a sufficient economic supplement to survive. It seems obvious that they must soon seek other options.

The article goes on to chide leaders for looking at external conditions as responsible for poor training. However, the Army Training Board reported in *Enhancing Reserve Component Unit Training* (May 1987), that, on average, a reserve unit is located more than 100 miles from its headquarters, about 130 miles from its major equipment site, more than 150 miles from its major training area, over 65 miles from a rifle range, and close to 10 miles from its motor pool.

A Government Accounting Office (GAO) report (*Reserve Components, Opportunities to Improve National Guard and Reserve Policies and Programs*, November 1988) observed that equipment for training is not available in many reserve units. Although funding was authorized, the appropriations have not achieved the results Congress intended.

Both the GAO report and the OSD survey acknowledge the lack of time available for quality training. Estimates that up to 70 percent of the UTA time is necessary to comply with nontraining requirements are not unusual.

It's great that our young people are motivated; that they want to be involved; that they strive to be the best they can be; that they won't accept doing nothing for something. They deserve to be supported. As a bottom line, however, alternatives must be found to correct the problems. Fifteen years of All-Volunteer Force experience has proven that talking, explaining and caring won't make it go away.

Capt. Gerald M. Swibies
Marina, Calif.

Bar Codes Speed Service

Don't be surprised if your future dealings with the Retired Activities Division (RAD) of ARPERCEN are easier than they used to be.

That's because the division has automated the internal handling of its enormous paper workload, using a new correspondence management system built around supermarket-like optical bar coding. The system permits better control of the 400,000 pieces of correspondence the RAD handles every year.

The division's responsibilities include certifying retired pay for Army Reserve retirees, managing the USAR's Retirement Points Accounting System and maintaining addresses on retirees, plus a variety of other chores supporting retired pay and retiree mobilization systems.

Since April, each paper action — as well as actions prompted by phone calls and visitors — receives a bar code label with which it is tracked throughout the RAD. "Who has the action?" is no longer a question. With RAD employees now "waving the wand" over each case at every step of its handling, its meandering can be tracked right down to the individual analyst or typist's desk. A quick inquiry typed into any of the office's personal computers produces an instant audit of the action.

Users Like It

Bob Jennings, chief of the retirement services branch, says "Now we can call up an entire case history, accessing the computer files with either the bar code or the social security number of the soldier that the case pertains to."

"We like the system; it speeds things up, and is tremendously more efficient," says Juanita Porter, supervisor in the retiree mobilization support section.

"We used to have to manually maintain a log to track the status of the actions. Now, with the help of the new system, we can provide better and faster service to our customers," she explains.

SFC Doris Williams, NCOIC of the retirement points corrections activity, says the new correspondence management system is "excellent for me, because of all the phone calls." Hundreds of thousands of Reserve soldiers have retirement point accounts, and keeping the accounts in order is a high priority for both ARPERCEN and the soldiers. Calls from soldiers and retirees to the division's toll-free telephone lines keep things hopping throughout the duty day.

"The system lets me give better service," Williams adds. "As far as I'm concerned, it should have been here ten years ago."

ARPERCEN is responsible for the maintenance of more than a million Army Reserve and retiree military records, as well as the training and readiness of more than 300,000 Army Reserve soldiers not serving in Reserve units.

Foreign Area Officer Update

The response to Maj. Pete Poltoratzky's article, "Foreign Area Officers: Army Reserve Soldier-Statesmen" (*Army Reserve Magazine*, Issue 2/89, p. 28) has been overwhelming, says Maj. Greg Schumacher, FAO program manager at ARPERCEN. Already, close to 200 officers have called to request application packets for the January 1990 panel.

With all the calls, certain key questions come up repeatedly. Here are some of the most common questions, with Schumacher's answers:

I'm already a "48" (Foreign Area Officer area of concentration). Do I need to apply again?

The first thing to determine is if you are a 48 under the old or the new designation. For example, 48B had indicated Psyops. Currently, 48B designates a Latin American expert. Second, if you are a legitimate 48 and are occupying a FAO IMA position, you must submit a packet for consideration by the January '90 panel. If you are in a FAO IMA slot, we will send you a packet automatically.

Are officers in TPUs or AGRs eligible?"

The panel's first priority is to fill 200-plus FAO IMA vacancies. Their second task will be to determine who the qualified FAOs are, regardless of Reserve status. If a qualified TPU officer indicates willingness to switch to IMA, they will be considered immediately. If the officer prefers to remain in the TPU, his or her name will be entered into a database for future consideration should the officer's situation or desires change.

AGR officers deemed qualified cannot fill an IMA slot. However, with the concurrence of the IMA agency, their command, and the Full Time Support Management Center (FTSMC), AGR officers could train in IMA slots as professional enhancement training.

Are officers branched MSC, MC, DC, AMSC, ANC, Chaplain or JAG eligible to apply?"

Chaplains are not eligible to participate in the RC-FAO program. Officers in the other branches may participate with a waiver from ARPERCEN.

I don't have a graduate degree in area studies or a related field. What else qualifies as proven regional expertise?

Regional expertise is demonstrated by extensive residence or travel in your area of specialization. Such travel or residence needs to be current. For example, a businessman who currently lives in a foreign country or routinely travels there one week out of every month or two has extensive knowledge of the area. An example of weak area expertise would be someone who lived his first eight years in a country and hasn't been back since. Another weak example would be someone who pulled a three-year tour abroad with the Army.

I feel that I am qualified, with the exception of the grade and military education requirements. Should I even bother to apply?"

Much depends on your area of expertise and the needs of the program. Waivers for grade and military education requirements are much more likely to be granted for the low density languages such as Mandarin Chinese, Arabic, Hindi, etc.

For more information or to request an application packet, call Maj. Schumacher at ARPERCEN, toll-free, at (800) 648-8929 or Autovon 693-7443/44/45; or write CDR, ARPERCEN, ATTN: DARP-ZB-PM.

Social Security Offset for Survivor Benefit Plan

It's complicated. It's confusing. It's also extremely important for anyone who plans to retire from the Army Reserve, and wants to make sure their survivors are taken care of.

By Lt. Col. Ron Becker

The Army's Survivor Benefit Plan (SBP) and Reserve Component Survivor Benefit Plan (RC-SBP) provide retirees with a low-cost opportunity to leave a portion of their retired pay to their survivors. These plans were designed to provide an annuity to military survivors when Social Security is not yet payable and to supplement Social Security when the time of eligibility arrives.

The relationship of SBP and Social Security is a source of confusion for many retirees. Part of the confusion stems from the fact that there are two sets of rules on how SBP handles the so-called "Social Security offset."

Under both sets of rules, the SBP or RC-SBP annuity payment is (or may be) reduced when the survivor who is designated as SBP beneficiary reaches age 62 and is entitled to receive a Social Security survivor payment based on the retiree's Social Security covered employment.

The basis for this reduction of the SBP/RC-SBP annuity is the theory that the survivor should not receive two separate annuity incomes from the same basic income. Social Security benefits are paid without regard to whatever military retirement benefits you may receive.

The difference between the two SBP systems is the method of calculating the annuity reduction at age 62.

If you completed (or will complete) your 20 years of qualifying service after Oct. 1, 1985, you come under the newer "two-tier" system. If you completed your 20 years of qualifying service on or before Oct. 1, 1985, you either come under the two-tier system or remain under the original Social Security offset provision of the law, whichever is to your advantage.

The Two-Tier System

The 1986 Defense Authorization Act (Public Law (PL) 99-145) introduced the two-tier system of SBP annuity payments. Under the two-tier system, the permanent annuity for SBP and RC-SBP is 35 percent of the amount of retired pay the member elects as the annuity base (The annuity base may range from $337/month up to full retired pay). The designated SBP beneficiary will always receive at least the 35-percent amount.

If the beneficiary is less than 62 years of age, the annuity will be 55 percent of the annuity base until they reach age 62. Then the annuity will be reduced to 35 percent.

The Social Security Offset System

Under the system in effect prior to the passage of PL 99-145, the survivor's SBP or RC-SBP annuity may be reduced because of a Social Security offset if the retiree was receiving retired pay and enrolled in the SBP before Oct. 2, 1985.

The reduction (or offset) in the annuity is based on that portion of taxable earnings attributable to military service. The amount of the offset will not exceed 40 percent of the original annuity.

All armed forces personnel came under the contributory Social Security system on Jan. 1, 1957. Therefore, all service since 1957 counts in determining the amount of reduction. If you did not qualify for Social Security benefits, your survivor will not receive a survivor payment from Social Security and there will be no reduction in the SBP annuity.

For one category of retirees, the Army Finance and Accounting Center, Fort Ben Harrison, Ind., will calculate the SBP or RC-SBP annuity payable at the time of death using both the "old" Social Security offset method and the "new" two-tiered annuity system. The surviving spouse will receive the larger of the two annuities.

This best-of-the-two situation applies to soldiers who:

- were qualified for retired pay and enrolled in the RC-SBP (but not yet 60 years of age) before Oct. 2, 1985, and

What's This About a Refund?

If your civilian income exceeded the maximum Social Security covered earnings in any tax year since Dec. 1, 1980, and you served on periods of active duty for training for less than 30 days, you probably paid more into Social Security (FICA) than was required.

This can happen because the Army, like any other employer, must collect FICA from any wages subject to Social Security. The same situation may occur any time you have more than one employer during a tax year, and your total income exceeds the Social Security maximum. The maximum changes each year; it has increased from $25,600 in 1980 to $48,000 in 1989.

If you made less than the maximum amount for a year, or if you made more than the maximum but from just one employer, you will not have had too much withheld.

Generally, if you are not self-employed, the law allows you to claim a refund of any excess Social Security tax collected when you file your federal tax return for the year.

The refund is claimed on the line labeled "Excess Social Security Tax Withheld" in the "Payments" section of the IRS Form 1040. On the 1988 forms it was line 58, but the line number may change on the 1989 form. The Form 1040 instruction booklet explains how to complete the form.

If you file using Form 1040A or Form 1040EZ, you can still claim the refund but you must follow the instructions for those forms.

For more information, contact your tax preparer or the IRS.

■ performed less than 30 consecutive days of active duty for training after Dec. 1, 1980, and

■ paid more Social Security taxes than required as a result of active duty for training (see box).

Did You Collect A Social Security Refund?

You may have applied for and received a refund of Social Security taxes paid because your civilian income exceeded the maximum Social Security covered earnings. If so, there is no reduction of the SBP or RC-SBP annuity for periods of active duty for training of less than 30 consecutive days performed after Dec. 1, 1980, for which the refund was applicable.

The law does not contain a retroactive provision; therefore, any such periods of service (less than 30 days, performed before Dec. 1, 1980) may be used to calculate the Social Security offset.

If you received a refund of your Social Security taxes, you should take some steps to make sure it is accounted for when the SBP annuity is calculated. You should obtain evidence of overpayment of FICA from the Social Security Administration. You also need to prepare an affidavit that the overpayment was due to periods of service which meet the exclusionary rule (less than 30 days of service, performed on or after Dec. 1, 1980) and has been recouped on your Federal tax return.

Submit that information to:

■ If you are already retired:

CDR, USAFAC
Retired Pay Operations
ATTN: Annuity Accounts Branch
Indianapolis, IN 46249-0337

■ If you are not retired:

CDR, ARPERCEN
ATTN: DARP-PAR-SCB
9700 Page Blvd.
St. Louis, MO 63132-5200

Additional information concerning the SBP, RC-SBP and Social Security offset or two-tier annuity system may be obtained from ARPERCEN, ATTN: DARP-PAR-SCB, 9700 Page Blvd., St. Louis, MO 63132-5200.

(Lt. Col. Becker is community and family affairs staff officer in OCAR's Personnel Division.)

What is ARPERCEN?

The U.S. Army Reserve Personnel Center (ARPERCEN) is a field operating agency of the Office of the Chief, Army Reserve. It performs a wide variety of missions on behalf of Army Reservists, particularly Individual Ready Reservists (IRR), Individual Mobilization Augmentees (IMA) and Active Guard/Reserve (AGR) soldiers.

Correspondence to ARPERCEN should be addressed to:

Commander, ARPERCEN
Attn.: DARP-_____ *
9700 Page Blvd.
St. Louis, MO 63132-5200

* If you do not know the correct "Attention" symbol, omit the attention line.

When requesting assistance from ARPERCEN, be sure to sign your letter and include your social security number.

The Survivor Benefit Plan And Social Security

Highlights

The Social Security Offset System

■ Social Security Offset means the amount by which the surviving spouse's SBP annuity is reduced when he or she becomes eligible to receive a Social Security annuity based on the deceased soldier's income.

■ The Social Security Offset rule applies to retirees enrolled in the SBP or RC-SBP *before* Oct. 1, 1985. Annuities for survivors of these soldiers will be figured under both systems; the annuity will be paid at the higher of the two amounts.

■ Only active military service performed after 1956 is used to compute the reduction. The annuity is not reduced if the retiree had no active military service after Dec. 31, 1956.

■ The amount of the reduction will not exceed 40 percent of the original annuity.

The Two-Tier System

■ If the service member qualified for retired pay and/or enrolled in the RC-SBP *after* Oct. 1, 1985, the two-tier annuity system will apply.

■ Under this system, a survivor under the age of 62 receives an annuity of 55 percent of the base amount.

■ At age 62, the annuity drops to 35 percent of the base amount.

■ The actual amount of Social Security paid by the soldier has no bearing on the annuity.

Under Both Systems

■ An RC-SBP or SBP annuity does not reduce the retiree's or surviving spouse's Social Security payment or entitlement. Social Security benefits are paid without regard to whatever military retirement benefits a person may be receiving.

ARPERCEN Telephone Numbers

All Army Reserve officers, and enlisted soldiers in the IMA or IRR, need to keep in touch with their personnel managers at ARPERCEN. Each personnel management officer (PMO) or career adviser has a toll-free "800" telephone number you may call without charge from any state except Alaska or Missouri. From those states, call the commercial number listed, collect.

If you have access to Autovon, you can reach ARPERCEN with prefix 693 plus the same last four digits as the commercial number. FTS users can reach ARPERCEN numbers by using the prefix 273.

OFFICERS

Branch	Toll-Free	Commercial
Adjutant General	(800) 325-4981	(314) 263-7895
Air Defense	(800) 325-4895	(314) 263-7872
AMEDD Postgraduate	(800) 325-1879	(314) 263-7386
Armor	(800) 325-4953	(314) 263-7883
Army Nurse	(800) 325-4912	(314) 263-7870
Aviation	(800) 325-4382	(314) 263-7564
Aviation Tech Support	(800) 338-7756	(314) 263-7091
Chaplains	(800) 325-4914	(314) 263-7400
Chemical	(800) 325-4987	(314) 263-7710
Civil Affairs	(800) 325-4988	(314) 263-7824
Colonels (all)	(800) 325-4387	(314) 263-7431
Dental	(800) 325-2513	(314) 263-7752
Engineer	(800) 325-4987	(314) 263-7710
Field Artillery	(800) 325-4950	(314) 263-7871
Finance	(800) 325-4981	(314) 263-7895
Foreign Area Program	(800) 325-4988	(314) 263-7824
Infantry	(800) 325-4891	(314) 263-7885
Judge Advocate General	(800) 325-4916	(314) 263-7698
Medical Corps	(800) 325-4919	(314) 263-7752
Medical Service (AOC 67)	(800) 325-4973	(314) 263-7860
Medical Service (AOC 68)	(800) 325-4972	(314) 263-7860
Medical Specialist	(800) 325-2513	(314) 263-7752
Military Intelligence	(800) 325-4988	(314) 263-7824
Military Police	(800) 325-4986	(314) 263-7826
Ordnance	(800) 325-4958	(314) 263-7893
Quartermaster	(800) 325-4957	(314) 263-7844
Signal	(800) 325-4985	(314) 263-7547
Special Forces	(800) 325-4893	(314) 263-7885
Transportation	(800) 325-4980	(314) 263-7846
Veterinary	(800) 325-2513	(314) 263-7752
Warrant Officers*	(800) 325-4361	(314) 263-7763

* Less Aviation and Medical warrants.

ENLISTED

Branch	Toll-Free	Commercial
Administrative/Personnel	(800) 325-4752	(314) 263-7685
Air Defense	(800) 325-4730	(314) 263-7614
Armor	(800) 325-4731	(314) 263-7627
Aviation	(800) 325-4759	(314) 263-7469
Communications/Electronics	(800) 325-4755	(314) 263-7959
Engineer	(800) 325-4757	(314) 263-7436
Field Artillery	(800) 325-4730	(314) 263-7614
Health Services	(800) 325-4710	(314) 263-7976
Infantry	(800) 325-1878	(314) 263-7585
Logistics	(800) 325-4756	(314) 263-7699
Military Intelligence	(800) 325-4715	(314) 263-7691
Military Police	(800) 325-4715	(314) 263-7691
Ordnance	(800) 325-4753	(314) 263-7958
Retention	(800) 325-1869	(314) 263-7402
Sergeants Major/CSM (all)	(800) 325-4754	(314) 263-6905
Special Forces	(800) 325-4743	(314) 263-7591
Transportation	(800) 325-4759	(314) 263-7469

Dynamic Subordinancy

By Maj. Ross D. Nida

"Dynamic subordinancy: A Follower is a Leader is a Follower . . ." It's a neat concept, because a follower is always another's leader. So let's think about "dynamic subordinancy," the neglected half of the leadership equation. And let's consider what it takes to be a dynamic follower . . . leader . . . follower.

On the battlefield of the future — where units will routinely operate in isolation — initiative, daring and creativity will be the keys to success. To prepare for the future, today's training must focus on the qualities found in subordinates. For this reason, dynamic subordinancy is the central concept in training those who will fight on tomorrow's battlefield.

The term "dynamic subordinancy" was created in 1981 by William J. Crockett, in an article in the *Training and Development Journal* of the American Society for Training and Development. Crockett defined dynamic subordinancy as an integrated, interactive leadership philosophy which describes how followers and leaders approach their jobs. It focuses on the interdependence of follower, leader and team.

Dynamic subordinates understand and complete the mission far beyond the confines of their desk or fighting position.

What Does It Take To Be a Dynamic Subordinate?

The key to being a dynamic subordinate is thinking "one level up." Fire team leaders think as squad leaders, squad leaders think as platoon sergeants, and platoon leaders think as company commanders. By looking one level up, they naturally have to look at the larger picture (a "systems view"), knowing that their duties are only a piece of the larger whole.

Dynamic subordinates understand that team accomplishment is a product of all the parts working together. They will quickly determine how parts fit together, and work around a failed piece. By becoming "orchestrators" who communicate, coordinate and cooperate with their teammates, they bring the parts together to act at the right time and place.

In the field, you see dynamic subordinates developing a common rhythm within their units. They watch and listen to each other with great intent and care. Then, when the time is right, without direction (and many times silently) they act.

A second key to being a dynamic subordinate is the ability to understand the leader's "frame of reference." They make it a point to learn what their leaders are doing and thinking, and how they approach problems. The follower learns to think like the leader.

Infantry types refer to this critical ability as understanding the "commander's intent." Tomorrow's battlefield affords no time to ask, "Hey, boss, what did you really mean?"

Let's revisit the idea of "thinking one level up." Aren't followers suppose to be prepared to replace a downed leader? Yes; the difference is that dynamic subordinates don't wait for the leader to be removed. They are always naturally thinking "one level up" — all the time, every day.

How Do We Make It Happen?

How do leaders allow dynamic subordinancy to develop and work? While it is difficult to agree upon the exact ingredients, here are some to consider.

Know what is expected. First, the leader must understand his own accountability and latitude for job completion before deciding which actions to pass to his follower. Once decided, the follower must be told, by his leader, precisely what is expected of him. The more ambiguity the leader allows, the greater the danger a follower will not perform to standard.

All subordinates, dynamic and otherwise, must know what they are accountable for and how much latitude they have in executing their duties. Trust is also a consideration. If a leader doesn't trust the follower, it must be made crystal clear that their discretion is limited and compliance, rather than trust, is the order for the day.

Determine degree of freedom. Dynamic followers must be permitted some degree of freedom for job accomplishment. Here are the basics:

- Freedom to decide substance (what).
- Freedom to decide how to do the job (how).
- Freedom to decide timing of events (when).
- Freedom to decide who will do the job (who).

If the leader is not willing to allow any discretion, then it is virtually impossible for any subordinate to be anything more than a robot following controller commands. It takes practice to be good at a job. There is no practice when told, in step-by-step, nit-picking detail, how to do it.

Now the question becomes, how do you train? A tested, guaranteed development technique is the "2IC ARTEP." Simply remove any leader during a mission, event, project or day. Then watch to see if the next in command (2IC) can get the desired results.

In garrison, try sending one or two leaders on a mission outside (and out of touch) of the unit. Watch what happens. The selected leaders may find watching their followers operate without them a satisfying experience. On the other hand, if their followers do poorly — because they were not allowed to develop — the exercise is torture.

Really want to check out the team? Go one level lower and try a "3IC ARTEP." Whatever the outcome, you will learn a lot about your organization.

Regardless of the odds, dynamic subordinates are resourceful, interdependent, optimistic, responsible, willing and successful. Leaders can only assure their success by capitalizing on their followers' unique qualities.

(FORSCOM Leadership Branch welcomes comments on this column and on all areas of Army Reserve leadership. Write to HQ, FORSCOM, FCJ1-RTP, Fort McPherson, GA 30330-6000, or call Autovon 367-6872/6892; commercial (404) 669-6872/6892.

(Maj. Nida is chief, Leadership Branch, at the J1 Retention Division, Headquarters Forces Command.)

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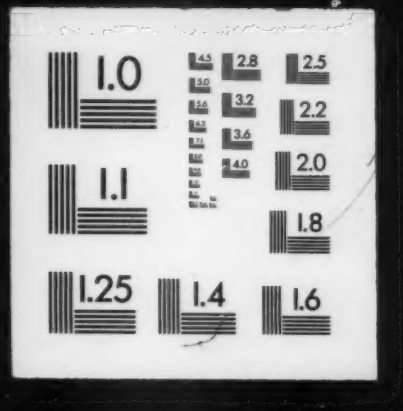
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